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EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

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The lure of the
football shirt

Page 14

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Thursday September 26 1991

World News

Three die as Romanian miners riot in Bucharest

Three people were killed when thousands of striking Romanian coalminers clashed with riot police after trying to storm government headquarters in Bucharest. The miners, angry about low pay and soaring prices, had hijacked trains to reach the capital. Page 22

Foreign troops go in
Belgian paratroopers crossed from Congo into Zaire to evacuate Belgians trapped in rioting there. France said its troops, which entered Zaire on Tuesday, had restored order in the capital, Kinshasa. Portugal was also sending troops. Page 4

Moscow flies home
Free British hostage Jackie Mann, 77, flew back to Britain. The arrival of the former Battle of Britain pilot was marked by a victory roll from an old Spitfire fighter aircraft at the Royal Air Force base in Lyneham, Wiltshire. Israel blames Iran for hostage deaths. Page 4

Marcos arrest ordered
A Philippines judge ordered the arrest of exiled Imelda Marcos, widow of the country's former president, for not paying hundreds of millions of dollars in taxes. Page 4

Yugoslav truce meeting
Croatian president Franjo Tuđman, Yugoslav defence minister General Veljko Kadijević and Serbian president Slobodan Milošević agreed on the need for an "absolute ceasefire" in Croatia. Page 2

Soviet break-up
Total disintegration of the Soviet Union would not be in the world's interests, British foreign secretary Douglas Hurd warned the United Nations. Page 2

Palestinians shot
Israeli soldiers shot dead three Palestinians and captured four fighting in the occupied West Bank. The Israelis said the Palestinians were Black Panther guerrillas. Page 24

Holiday for Yeltsin
Russian president Boris Yeltsin cancelled a meeting with German finance minister Theo Waigel and left Moscow for a surprise holiday. His spokesman denied the president was unwell but said he was tired. Page 2

Shooting in Georgia
Four people were killed and five wounded in the Soviet republic of Georgia, where armed opponents of elected president Zviad Gamsakhurdia have been accusing him of dictatorship and demanding his resignation. Page 2

Salvador trial opens
A Salvadoran army colonel and eight other soldiers go on trial today accused of killing six Jesuit priests in 1989. Page 24

Chad army mutiny
Chad's state-run radio said 49 people were killed in an army mutiny in the north of the country. The government blamed troops loyal to ousted president Hissene Habré. Page 24

US death sentence
Warren McCleskey, a black man convicted of shooting a white policeman during a 1978 robbery, was executed in the electric chair in Atlanta, Georgia despite worldwide clemency appeals. Page 24

Missing on Mount Blanc
French rescuers searched for three Spanish climbers missing on Mt Blanc after being engulfed by an avalanche. Six others were rescued. Page 24

Seville heroin haul
Spanish police raided the home of a Seville taxi driver and found 110kg of heroin. Pta16m (£132,000) in cash, eight guns and some cocaine. Page 24

CONTENTS

Trade Even Norway, founder member of Gatt, fails the test as a liberal trader. 7

Abbey National: The UK home loans and savings institution is in takeover mood. 21

Eastern Europe: The EBRD has made its debut on the international capital markets. 23

Quebec: A proposal to liberalise trade has enlivened the Quebec debate. 5

Computers: Intel's dominance of the chips market may be under threat. 12

Portuguese elections: Next month's poll is shaping up as a two-horse race. 3

Nicola Cuba, with more than a third of world nickel reserves, plans to double output. 31

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Business Summary

Air France to cut 3,000 jobs and take Sabena stake

Air France, French national carrier, announced a complete overhaul involving the loss of 3,000 jobs - 8 per cent of its workforce - over two years.

The airline is expected shortly to take a 35 per cent stake in Sabena, the troubled Belgian carrier for BFr4bn (£16m). A Belgian financial consortium is expected to provide another BFr2bn. Page 23

HOGG GROUP, international insurance broking company, reported a 14 per cent increase in pre-tax profits to £2.26m in the six months to June 30 in spite of falling interest rates. Page 23

OPEC, oil producers' organisation, meeting in Geneva failed to allocate new individual oil production quotas, but settled on an output ceiling of 23.65 million barrels a day for the fourth quarter of 1991. Page 31

C. ITOH, Japanese trading company, has signed a co-operative agreement with Sonatrach, the Algerian state oil and gas monopoly, that could lead to participation in \$5bn worth of gas development and gas processing projects. Page 25

GENERAL MOTORS Holden's Australian subsidiary of General Motors of the US, reported a 64 per cent fall in net operating profit to A\$53m (US\$44m) last year. Page 25

NIKON, maker of cameras and semiconductor manufacturing equipment, has cut its capital investment budget for the year by more than half to Y15.5bn (£63.9m) because of a sharp drop in sales to semiconductor makers. Page 24

NORDBANKEN, Swedish state-controlled bank, suffered an unexpectedly large loss of SKr4.5bn (£750m) for the first eight months of the year as credit losses and provisions climbed to almost SKr8bn. Page 24

VARTY, US automotive and farm equipment group, is to appeal against a jury award of nearly US\$46m to 223 former employees of Massey Contractors. It covers severance, retirement and health benefits stopped when the subsidiary became bankrupt. Page 25

EAGLE STAR, insurance subsidiary of BAT Industries of the UK, is to shed at least 1,000 jobs over the next three years. Forty-eight offices will close next year and the company's head office and main administration will be moved from London to Gloucestershire. Page 25

LYONNAISE des Eaux-Dumez, French water utility and construction group, expects full-year profits to rise by less than the first half's 23 per cent. Page 25

CUBA, with more than a third of the world's nickel reserves, is likely to produce only 40,000 tonnes this year, down from 46,000 tonnes in 1990. However, production is expected to be more than doubled within five years because of a \$1.2bn investment from a western mining company. Page 31

GREST, UK fresh produce and prepared foods group, reported taxable profits up 7 per cent to £15.1m for the three months to June 29 largely because of improved efficiency in its fresh produce business. Page 30

POLY PECK International administrators may be poised to gain access to the records of the collapsed fruit and electronics group in northern Cyprus, believed to be the key to its financial position. Page 29

LEP GROUP, UK security and distribution concern 27 per cent owned by ADT, saw its share price stabilise at 27p after it signed a credit agreement with 23 of its banks, led by National Westminster. Page 23

Missing on Mount Blanc

French rescuers searched for three Spanish climbers missing on Mt Blanc after being engulfed by an avalanche. Six others were rescued. Page 24

CONTENTS

Brussels to call for growing tax on energy

By David Gardner in Brussels and John Hunt in London

existing tax system in favour of the environment," a senior official said.

The British government, meanwhile, outlining a report on the environment yesterday, said it was against levying an energy tax unilaterally although it was prepared to enter a debate on the Commission's proposal.

Mr David Trippier, minister of state for the environment, said: "We have set our face against taking that kind of action unilaterally because it would be disastrous for Britain's industry," he said. Two thirds of EC members were against such a tax, he said.

He said the government did not rule out a carbon tax being introduced by the EC, but Britain was opposed at the moment because it had not seen a full draft of the Commission's proposal.

Mr Rino di Meana, the environment commissioner, said that although the EC generated only 13 per cent of world CO₂ emissions, against 21 per cent from the US, the Community's contribution to global warming was increasing because of the fall in oil prices. Fuel weapons to combat this were the least expensive, and sent a signal to consumers and industry that "environmental costs must be internalised".

The EC has no tax-raising powers, so that it would be the member states which levied the charge. Under the Commission's plan, the tax would be offset by tax cuts in other areas. "We are talking about changing the balance of the

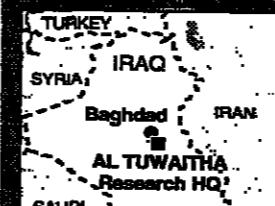
market," he said.

Continued on Page 22

Environmental audit, Page 24

Editorial Comment, Page 24

Iraq's nuclear centre: the first picture



This is believed to be the first published picture of al-Tuwaitha, headquarters of Iraq's illicit \$10bn nuclear weapons research programme, writes Brownen Madox.

Inspectors of the International Atomic Energy Agency, the UN watchdog, have penetrated the ramparts of the al-Tuwaitha compound in repeated missions over the past four months. The inspectors' investigations have provoked growing confrontation between Baghdad and the UN.

In the latest of a series of incidents, a UN team was last night still camped in the compound of Iraq's atomic energy administration in Baghdad, 88 hours after refusing to surrender copies of secret files identifying Iraqi staff behind the perimeter.

The teams have faced "obstruction and deception on a massive scale", according to team leader Mr David Kay. Iraqi security forces have bulldozed, blown up and buried equipment from nuclear facilities

across Iraq, and previous UN missions have been busy digging the evidence out of the desert sand.

The picture, taken recently, shows the remains of al-Tuwaitha's 80 buildings which, until the Gulf war, had served as the centre of Iraq's nuclear weapons research.

The site, bombed by Israel in 1981 and again by the allies in the Gulf war, is at the centre of a heavily patrolled military area. "Once inside the perimeter, the security was remarkably low," says IAEA team leader Mr David Kay.

At the heart of the complex are the Soviet and French-built nuclear reactors and a nuclear fuel storage facility that the IAEA has been allowed to inspect twice a year under the Nuclear Non-Proliferation Treaty.

The IAEA's wants to remove the fuel rods from those reactors at a cost of around \$20m.

Al-Tuwaitha's main secret was that Iraq was pursuing three parallel routes to

enrich uranium to the concentrations needed for nuclear weapons. It had also processed a small amount of plutonium.

The main thrust of al-Tuwaitha's research was electromagnetic separation of plutonium. The technology is essentially the same as that used by the US for the Hiroshima bomb.

Although primitive by western standards, Iraq's facilities could have produced enough enriched uranium for a weapon within 18 months, the IAEA has concluded.

The lavishness, "money-no-object" nature of al-Tuwaitha is shown by its third route of chemical solvent separation, a French method scarcely beyond laboratory stage even in the west.

Al-Tuwaitha also headed Iraq's research into enrichment by centrifuges, spinning the uranium in gaseous form - a sophisticated method whose use in Iraq has most startled inspectors.

Deadline over UN team, Page 4

British Aerospace chairman Smith prepares to quit

By Paul Betts and Roland Rudd in London

A crisis of confidence in the chairman appears to have gathered momentum in recent days. However, the situation is far from clear.

Sir James Blyth, a BAe non-executive director and chief executive of Boots, had also been seen as a front runner for the BAe chairmanship. However, there were reports yesterday that Sir James had apparently turned down the job.

The cancellation of meetings and other events inside the company suggested the crisis was coming to a head.

Sir Roland approached Sir

Nigel Brookes, the Trafalgar House chairman, in April with a detailed proposal for a merger between the two companies. The two had a series of meetings before the proposals were discussed by the Trafalgar House board. These entailed the creation of a new company which would incorporate BAe and Trafalgar House.

The proposals were rejected by the Trafalgar House board and Sir Roland was criticised by some BAe directors for his handling of the affair.

The subsequent handling and loss of the UK government

contract to manage the EH101 Merlin helicopter project to a partnership between International Business Machines and Westland is understood to have fuelled additional internal tensions within the company.

But it was the badly mishandled launch of the rights issue, coupled with the company's worse than expected financial performance which finally spurred BAe directors into action. BAe shocked the City earlier this month by warning it would report pre-tax profits of only £150m this year against earlier expectations of £300m

to £350m.

Since the announcement and the launch of the rights issue, BAe shares have lost about a quarter of their value.

There had been expectations that the company would avoid a boardroom battle until after the rights issue had become fully paid on October 28. But the situation had clearly become too dramatic and it had become necessary to take action to restore some confidence towards the group.

BAe was expected to make an announcement last night confirming his resignation.

EUROPEAN NEWS

Combatants say full Yugoslav ceasefire is vital

By Judy Dempsey in Zagreb

THE leaders of Serbia, Croatia and the Yugoslav federal army yesterday agreed on the need for an "absolute ceasefire", on the eve of the resumption of the EC-sponsored peace conference in The Hague.

It remains unclear whether the army will pull out of Croatia, one of the Zagreb government's key demands, along with the withdrawal of Serb paramilitary units.

Tanjung news agency said the agreement came in talks at a secret location between General Veljko Kadijevic, defence minister, Mr Franjo Tudjman, the Croatian president, and Mr Slobodan Milosevic, the Serbian president.

Croatia will tell the EC conference that it will not cede any of its territory seized by Serb paramilitary units.

Mr Mario Nobile, an adviser to Mr Tudjman, said yesterday Croatia would not accept any move by the EC to consolidate territorial gains made by Mr Milosevic in order to secure peace in Yugoslavia.

"Stability will not be achieved through propping up an authoritarian regime in Serbia and accepting those territories seized by force. That is a policy of appeasement. Democracy will never prosper in the region if this policy is pursued," he said in an interview.

Mr Nobile acknowledged that Serb militants in Krajina,

the self-proclaimed autonomous region in south-western Croatia, would fight rather than accept life in an independent Croatia, and he said Croatia was ready to offer a wide degree of political and cultural autonomy to the Serb minority in the republic.

The government of Croatia believes it is now in a position of military and political strength to argue its case in The Hague, following army desertions and the capture of army tanks.

Mr Nobile said the ceasefire, agreed between the federal army and Croatia last Sunday, and which appears to be holding, has given the government in Zagreb an opportunity to "regroup its forces".

The government, through the mediation of Mr Milorad Pupovac, a liberal Serb and head of the Serbian Democratic Forum in Croatia, will attempt to negotiate with Serbs in the border areas.

The success of the negotiations also hinges on stability in the neighbouring republic of Bosnia-Hercegovina. There, according to Bosnian officials, federal army and Serb paramilitary units are poised to use north-eastern Bosnia-Hercegovina as a bridgehead to link part of western Croatia's Adriatic coast, and Krajina, with the eastern towns of Vinkovci and Osijek in Slavonia, eastern Croatia.

Reservist rebellion grows

By Laura Silber in Belgrade

EVIDENCE of the rebellion among Serbian army reservists grew yesterday when Borba, the Belgrade-based daily, lifted Serbia's media ban on reports of desertion.

Despite official statements that over 93 per cent of reservists in three Serbian towns had reported to local draft boards, antiwar activists claim at least 20 per cent have refused to fight.

More than 2,000 reservists who were mobilised in Kragujevac had abandoned their

positions, said Borba.

A further 300 reservists from a battalion from Valjevo left Croatia after an army officer promised they would not be prosecuted.

Reservists complain that they are being sent to the front without training. "I was given a sniper rifle, which I have no idea how to use," said one deserter. He said many were sent without ammunition.

The army appears to be planning an aggressive campaign to stem further desertions.



A Georgian soldier is hugged by a comrade after escaping from opposition guards who captured him in a shoot-out

Faxes and food parcels lift Albanian gloom

By Kerin Hope, recently in Korçë

A GREEK truck rumbles into the southern Albanian city of Korçë past a derelict brewery, a high school with broken windows, a row of shuttered shops. It is heading for Neighbourhood No 4 where 1,500 families will each receive forgotten luxuries like jam, evaporated milk and tinned peaches.

"We don't have the resources to do a lot but we want to cheer people up a bit and provide some extra calories," says an official from the government-funded Foundation for Repatriated Greeks.

From the smiles on people's faces as they sign for their parcels at what used to be the local Communist party office, it is succeeding.

Over the next three months, the foundation will distribute

200,000 parcels in central and southern Albania, as well as several thousand tons of flour, macaroni and powdered milk. Although the focus is on rural districts with an ethnic Greek population, the foundation includes towns and cities, like Korçë, where most residents are Albanian.

Albania's centralized economy has collapsed in parallel with its Stalinist political system, making severe food shortages inevitable this winter.

Leaders of the opposition Democratic Party, holding in a temporary coalition government with the Socialist (ex-communist) party, hope the European Commission's pledge to provide a six-month wheat supply will keep famine at bay.

But much more is needed. In Korçë, only 10 out of 50 buses are on the road because there are no spare parts. The city hospital, which serves a population of 250,000, is desperately short of antibiotics. There is no window glass, no paper for school exercise books. One woman said indignantly: "For the past year and more we haven't been able to find underwear."

The foundation co-ordinates Greek efforts to provide additional aid. More than 60,000 Albanians, mostly of Greek descent, have entered Greece legally over the past nine months. The government fears that if conditions in Albania become intolerable, thousands of illegal immigrants will pour across the border.

Korçë, like most urban centres, is controlled by Democrats, who want to revive the flourishing Greek-Albanian trading relationship of 50 years ago.

While the food parcels were being distributed, a group of northern Greek businessmen met local officials at a villa once used by Enver Hoxha, the former Stalinist dictator.

"We talked about their

investing in an industrial bakery and modernising the beer processing plant here to produce enough sugar for the whole country," said Mr Ilija Manishi, the 35-year-old district governor.

"I feel hopeful about their intentions," he added, looking at his own parcel from Greece - a fax machine.

Embattled Yeltsin leaves feuding ministers behind

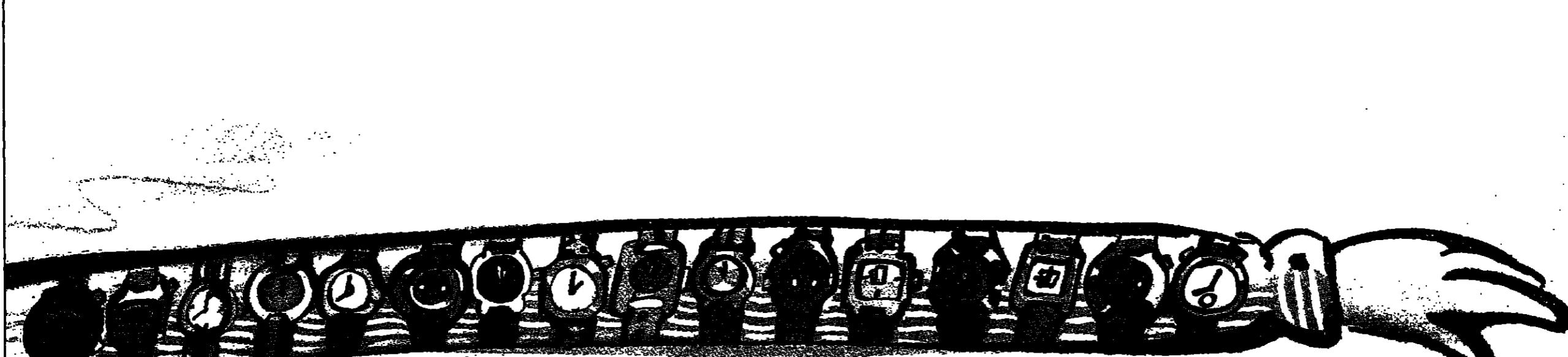
By John Lloyd in Moscow

MR Boris Yeltsin, the Russian President, yesterday sought to rescind decisions taken by the Russian president, and agreed by him as premier, to bring all resources and industry under Russian control.

Mr Sergei Shakhrai, a Russian state counsellor, said yesterday that Mr Silayev had "failed to work collectively", and accused him of favouritism and of financial and other regularities.

Mr Silayev, however, told a meeting of the committee of management yesterday that it was imperative to retain central control of the nuclear power industry "to safeguard the security of the people".

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Georgian rebels defy ultimatum

By Neil Buckley in Tbilisi

ARMED opponents of Georgia's president, Mr Zviad Gamsakhurdia, were on a collision course with the government last night after they said they would not obey an order to lay down their arms by today or face arrest.

A government communiqué imposed the deadline after a night of sporadic shooting in which four people died and five were injured. Hospitals in the city were on full alert again last night in the expectation of more violence.

Speaking inside Georgia's TV centre, Mr Tengiz Sigua, the opposition leader, said the demand to disarm was nothing new. Mr Gamsakhurdia had given the same order to the national guard during August's failed coup in Moscow, but Mr Tengiz Kitovani, commander of the guard, had refused and had led a rebel unit into hiding outside Tbilisi.

"I am more than sure that his reaction will be the same now," Mr Sigua said. "If he disarms, this will be the start of mass repression, against which the national guard is our only guarantee."

A shooting incident in the early hours of yesterday in the Didube suburb of Tbilisi in which two government militia men and one rebel guard died, provoked a war of words.

The Georgian procurator's office is investigating both incidents.

Opposition leaders spoke to government officials by telephone yesterday morning, during which they read out their demands, and received a promise of negotiations. By last night, however, they had received no official response.

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INTERNATIONAL NEWS

UN tries to end nuclear team deadlock

By Lionel Barber and Michael Littlejohns in New York

MR JAVIER Pérez de Cuellar, the United Nations secretary-general, yesterday intervened in an effort to break the impasse in Baghdad where Iraqi troops were detaining a UN weapons inspection team.

He summoned Mr Ahmed Hussein, the Iraqi foreign minister, but officials said they were unable to report immediate progress towards a settlement. Mr Pérez de Cuellar said he was seeking "through diplomatic channels" to obtain the release of the 44 UN inspectors surrounded by Iraqi troops.

The UN team remained in a Baghdad courtyard for a second day with Iraqi officials refusing to let them move unless they handed back videotapes and documents found in a search for Iraq's nuclear secrets. The inspectors say documents they took from the building are the "administrative structure of Iraq's nuclear weapons programme". Iraq says they are personal files on employees. The secretary-general's intervention came as the Pentagon despatched 96 Patriot missiles and the first of 1,200 US Army troops from Germany to Saudi Arabia to operate them. US President George Bush announced last week he would provide the Saudis with the missiles for defence.

In Washington, General Colin Powell, chairman of the US Joint Chiefs of Staff, said the world was losing patience with Iraq, and the US already had enough air power in the Gulf to enforce ceasefire inspections if necessary. The president is viewing this as a



United Nations inspectors decontaminating each other after inspecting mustard gas shells in Iraq earlier this month

very serious matter. He has preserved all of his options," Gen Powell told a congressional hearing after a meeting with Mr Bush.

Mr John Major, British prime minister, reinforced the warning, saying in a Japanese TV interview: "The Security

Council is determined to ensure that that nuclear capability is removed - and one way or another it will be removed." At the UN, Mr Pérez de Cuellar's aides, when asked if there was a sense of crisis in his office, said there was concern but "at this stage" no feel-

ing that the situation could not be resolved. Mr Pérez de Cuellar would not be reporting on his meeting with the Iraqi envoy to the Security Council because his initiative was separate from that undertaken by the council through its current president, Mr Jean-Bernard

Merimée of France. Asked why the secretary-general was acting independently of the council, Mr François Juliani, his spokesman, said: "The UN inspectors are our employees and it is within the mandate and concern of the secretary-general."

Foreign troops restore calm to Zaire

FOREIGN troops restored calm to Zaire's capital Kinshasa yesterday after two days of riots and looting killed at least 30 people, Reuter reports from Kinshasa.

France as well as Belgium, the former colonial ruler, flew in hundreds of troops to protect their nationals, whose homes and businesses were stripped by mobs led by mutinous soldiers angered at not receiving a pay rise.

President Mobutu Sese Seko, target of widespread protests, called the riots the worst in the country's history and the government clamped an overnight curfew on the devastated city.

As Belgian commandos began ferrying hundreds of Belgian nationals from Zaire to Congo across the Zaire River, French and Belgian officials strongly rejected criticism that they had intervened to prop up the administration of Mr Mobutu, Zaire's

A TOTAL OF 49 people have been killed and hostages, including civilians, seized in an army mutiny in northern Chad, according to state-run radio, Reuter reports from Ndjamena.

The government of the central African country blamed the violence on troops loyal to ex-president Elieze Habi, who was ousted last December by a rival military force.

pro-western strongman leader.

The French Foreign Ministry said some of the troops were being redeployed to protect foreigners in the copper-rich Shaba province in the south. The US announced in Washington that it would provide transport for the French troops in Zaire and for the protection and safe evacuation of Americans. The Pentagon said the airlift

did not constitute an involvement in the internal affairs of Zaire. Portugal said it was sending a small military contingent to accompany two planes to neighbouring Congo to assist in evacuating Portuguese nationals, who comprise one of the largest foreign communities in Zaire.

Mr Mobutu said on Tuesday night the riots had been instigated by "seditionists" circulated among troops and he called on soldiers to return to barracks.

However, Zairean opposition groups said the violence arose from frustration at the slow pace of a national conference which was supposed to introduce democratic reforms, but has been deadlocked since it opened on August 7.

Mr Mobutu said he had called a cabinet meeting and officials were expecting him to introduce changes in the government.

26.21, or 1.9 per cent, to 1,400.13.

Dr Don Brash, the central bank governor, announced from New York that he was easing monetary conditions because evidence had mounted over the last two months that inflation was falling faster than the bank had expected in its August forecasts. It is now believed that inflation could fall to 2 per cent this year.

The announcement was seized on by the markets as the long-awaited response to the tough August budget.

The hectic day's trading was further encouraged by political developments, in particular the meeting in New York between Mr Jim Bolger, the prime minister, and US President George Bush, which it is hoped will ease New Zealand's trading difficulties with the US.

Thousands held illegally in China

HUNDREDS of thousands of people are arbitrarily arrested and illegally incarcerated every year under China's system of administrative detention, Amnesty International reports today, writes Yvonne Preston in Beijing.

The system operates often at the whim of police and local officials, without any involvement by the courts or any effective appeal process. People are picked off the streets and detained on suspicion of "roaming from place to place committing crimes" or for vaguely defined forms of "anti-social" and "anti-socialist" behaviour.

Detainees - mostly vagrants, unemployed, religious and political dissidents - may be held in degrading conditions for years without trial, the human rights agency says in its report. Punishment without crime. They face torture, and semi-starvation and beatings.

In addition, there is a range of visiting speakers who aim to give you the benefit of their specialist expertise:

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AMERICAN NEWS

Senate defies Bush over jobless benefits

By George Graham in Washington

THE US Senate has passed a bill to extend benefits for the unemployed, setting the scene for a battle of wills with President George Bush.

Mr Bush has promised to veto the \$6bn (£3.4bn) measure, saying it would represent an expensive and ineffective breach of budget discipline.

The bill passed the Senate and the House of Representatives with a majority of more than two thirds. This is enough for the Democrat-dominated Congress to inflict its first big defeat on Mr Bush by overriding his veto, unless the president can win rebel Republican votes back to his side.

The bill is similar to a measure sent to Mr Bush in August, which would have extended unemployment benefits by between seven and 20 weeks beyond the standard 26 weeks, depending on the rate of unemployment in each state.

Democrats have used a study by the Centre on Budget and Policy Priorities, a liberal Washington policy group, to argue that, although unemployment now appears to have stabilised at about 6.8 per cent, 1.8m people exhausted their benefit entitlement in the first seven months of this year.

Last August the president

Banks to meet over Brazilian debt plan

By Christina Lamb
in Rio de Janeiro and
Tracy Corrigan in London

A NEW round of negotiations between Brazil and its creditors begins in New York next week to discuss the banks' counterproposal for the restructuring of the country's \$52bn (£23.5bn) commercial debt.

The banks have been broadly favourable to a Brazilian proposal, made on August 21, which based restructuring on the creation of Brady bonds - as used in the case of Mexico and Venezuela.

But the banks are concerned with the failure of the Brazilian plan to include rolling interest guarantees. Under the scheme, US Treasury zero coupon bonds would be used as collateral for the par and discount bonds into which Brazil's debt would be converted.

Brady only offered, however, to back repayment of the par and discount bonds at their maturity. Mexico and Venezuela both gave interest guarantees of 18 and 14 months respectively in their debt restructuring.

Mr Pedro Malan, Brazil's chief debt negotiator, said Brady had no "theoretical or ideological objection" to longer term interest guarantees but "we just don't have the money, and we have shown them [the banks] figures to prove it."

The other main change elaborated in the banks' counterproposal is for a greater discount on exchange of existing debt for 30 year bonds paying interest at 15 above the interbank offered rate.

Brazil proposed a discount of 37.5 per cent, compared to Mexico's 35 per cent and Venezuela's 30 per cent. The banks have asked for 32.5 per cent. One banker said: "We are prepared to be flexible but Mexico is the base." The banks have also asked for a higher coupon on the 30 year par bonds than the 4.8 per cent offered by Brady. They have suggested 5 per cent.

Brazil is hoping an agreement with the IMF will soon be announced, which would boost negotiations with the commercial banks.

US home sales and orders for durable goods decline

NEW orders for durable goods fell 3.8 per cent last month, partially reversing a large gain in July, the Commerce Department said yesterday, writes Michael Prowse in Washington.

Separate figures showed a 2.1 per cent decline in sales of existing homes, further evidence that the weak housing recovery is losing momentum. Wall Street interpreted the decline in orders - a volatile series - as a reaction to a record 11.7 per cent surge in July, rather than as a fresh sign of weakness. The decline left orders 12 per cent above

their March trough but still fractionally below the level this time last year.

Last month's softness mainly reflected weakness in aircraft orders, the erratic sector which led the surge in July. Excluding transportation, orders were down 1.6 per cent last month.

Last month's drop in sales of existing homes followed a revised 7.5 per cent decline in July. The National Association of Realtors said the fall reflected uncertainty over the timing of a recovery, with owners unwilling to trade up to more expensive properties.

Concerns over the economy have led to a drop in sales of existing homes, further evidence that the weak housing recovery is losing momentum.

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Economic unity threatens Ottawa reforms

Constitutional change could be jeopardised by trade deregulation, writes Bernard Simon



Principal players: (from left) Robert Bourassa, Joe Clark and Brian Mulroney

MR Brian Mulroney, the prime minister, has thrown a highly inflammable ingredient - a bid to unify trade and economic policy - into the long-running debate over whether francophone Quebec should remain part of the Canadian family.

Most of the 28 points in Mr Mulroney's latest constitutional blueprint, tabled in the House of Commons on Tuesday, seek to address either Quebec's concern that it be given adequate powers to protect its French character, or to allay the fears of the other nine provinces that Quebec's gain will not be their loss.

Ottawa proposes to meet the concerns by transferring a raft of extra responsibilities to the provinces. By dint of being recognised as a distinct society, Quebec will, for example, have greater control over immigration and cultural programmes. Other provinces wanting similar powers will be given them, and more.

Aboriginal people who have grown into a political force to be reckoned with over the past few years, will be given some form of self-government within the next 10 years.

But the banks are concerned with the failure of the Brazilian plan to include rolling interest guarantees. Under the scheme, US Treasury zero coupon bonds would be used as collateral for the par and discount bonds into which Brazil's debt would be converted.

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parliament would be empowered to dismantle specific inter-provincial trade barriers, provided it has the agreement of any seven provinces representing 50 per cent of the population.

New curbs on the movement of goods, services, people or capital would be outlawed from July 1993.

Any province opposed to free trade would be allowed breathing space of up to three years, but then only with the approval of 60 per cent of the members of its own legislature.

The plan for a more close-knit economic union tackles what many consider a key reason for Canada's poor record over the past decade in the international productivity and competitiveness league. The federal government has estimated the provinces have erected about 500 non-tariff barriers, which in many cases

are more restrictive than those which apply to imports from foreign countries.

For instance, while people in Ontario can buy French and California wines, government-owned liquor stores do not stock wines from British Columbia. Doctors, lawyers and even trucks cannot move from one province to another without a cumbersome licensing procedure. All provinces grant generous tender preferences to suppliers within their borders.

Within hours of the constitutional plan being published on Tuesday it was clear the economic proposals will be just as divisive as the political blueprint, if not more so; any move to lower inter-provincial trade barriers are bound to upset hundreds of special interest groups throughout the country.

Mr Bourassa, who has one of

Mr Lucien Bouchard, leader of the separatist Bloc Quebecois, complained that economic decisions could be taken out of Quebec's hands if Ottawa and the other provinces decided the government could draw out the dreams of most Canadians to put the arcane business of writing a constitution and the wrangling over Quebec's role in the federation behind them.

Unlike the Meech Lake accord, which required unanimous ratification by the provinces, the latest measures need to be approved by only seven provinces, again representing at least 50 per cent of the population.

But the government is giving itself to bring the long-running constitutional debate to a more decisive end. Mr Joe Clark, the constitutional affairs minister, announced this week that he would table legislation within the next few months empowering the government to hold the first national referendum since a vote in 1942 on conscription.

the most sensitive political noses in the country, will be careful not to reject the plans. But with both his party and the province at large apparently divided, he is unlikely to withdraw the threat of an independence referendum due to be held by October 1992.

For the next five months, Canadians both in and outside Quebec will be absorbed in dissecting the package. A large parliamentary committee will travel around the country holding public hearings, from which the government hopes a broad consensus will emerge.

The risk is that a tug at any one part of the carefully crafted package will unravel other parts. Pleas and complaints from special interest groups could draw out the dreams of most Canadians to put the arcane business of writing a constitution and the wrangling over Quebec's role in the federation behind them.

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Argentina and UK ease curbs on military activity

By John Barham in Buenos Aires

BRITAIN and Argentina took another important step towards normalisation of relations yesterday when diplomats signed new accords substantially reducing military restrictions imposed by Britain in the South Atlantic after the 1982 Falklands conflict.

The ceremony took place in advance of today's meeting between Mr Douglas Hurd, Britain's foreign secretary, and Mr Guido di Tella, his Argentine counterpart, at the UN in New York. They will discuss issues such as oil exploration around the islands, control of the region's substantial fish stocks and British investments in Argentina's ambitious privatisation programme.

Mr Juan Carlos Olma, Argentine assistant foreign minister, said the accords "are a product of the increase in reciprocal confidence in military matters. They are a substantial advance in normalising relations with Great Britain." The two countries resumed full diplomatic relations a year ago.

A British diplomat stressed that nearly all air and sea movements were now subject to standard international accords. He added the agreement was further recognition that "relations with Argentina are improving and that the behaviour of Argentina's military is also improving".

Under the accords, both countries'

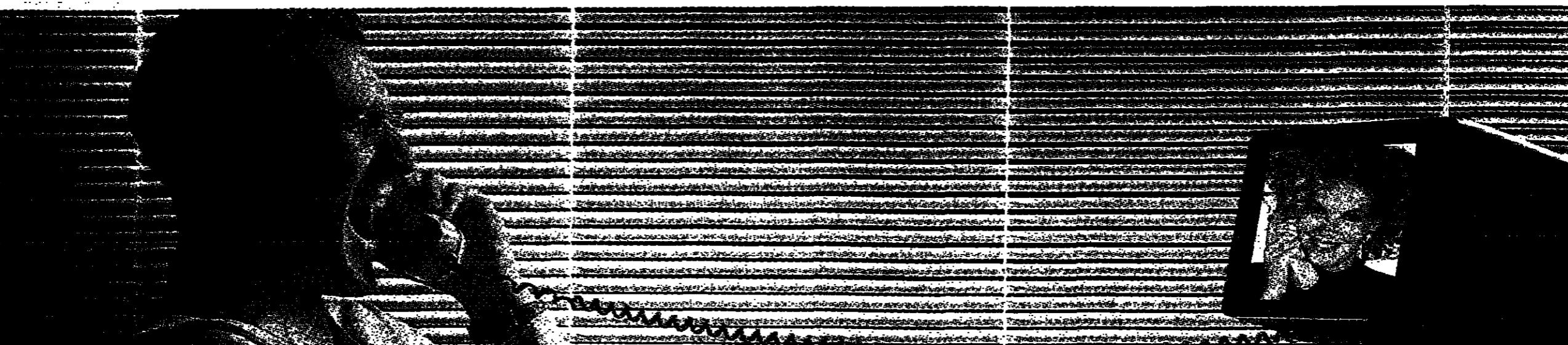
navies and air forces must notify each other in writing 14 days in advance of large military manoeuvres within 50 miles of the coasts of Argentina or the Falkland Islands and other British possessions in the South Atlantic. Only 48 hours' notice is required for combat vessels approaching within 15 miles of the coast. Such approaches will be agreed by mutual accord.

Despite its defeat in the war, Argentina continues to claim sovereignty over the islands. Mr Olma said the accord in no way recognises British sovereignty over the Falklands and added Argentina would continue to push for a reduction in Britain's military presence there.

Also yesterday, Argentina and Britain agreed regular flights between Buenos Aires and Port Stanley by a Uruguayan airline for the first time since the war. The Falkland Islands immigration department, however, refuses to issue visas to Argentine citizens. Military aircraft could not come within

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WORLD TRADE NEWS

Envoy gives final push to Uruguay Round

By William Dulforce in Geneva

THE PROSPECTS for completing the Uruguay Round trade talks have been enhanced by the posting to Geneva of top trade officials from the European Community, the US, Canada and Japan, diplomats said yesterday.

Their presence together with the announcement by Mr Arthur Dunkel, director general of the General Agreement of Tariffs and Trade (Gatt), that draft agreements on all areas had to be tabled by the beginning of November was moving the talks out of the doldrums ushered in by the breakdown at the world trade ministers' meeting in Brussels last December.

"We have been instructed by our political masters to start the final phase of the talks," Mr Hugo Paesmen, the chief negotiator, said yesterday. The priorities had been fixed at the summit meeting in London in July where the leaders of the Group of Seven industrialised countries had pledged to finish the Round by the end of the year. Mr Paesmen has joined Mr Warren Lavelle (US), Mr German Denz (Canada) and Mr Minoru Endo (Japan).

The G7 summit communiqué listed agriculture, market access, services and intellectual property as the areas where progress was most needed but Mr Paesmen said negotiators had agreed to work for "the best solutions for everybody" in all areas.

On the crucial farm issue, Mr Paesmen said EC officials were ready to move into final negotiations as soon as they had a political decision from ministers. Discussions on the technical aspects of agricultural reform had given negotiators the instruments they needed. The US could no longer hide the fact that, like the EC, it had domestic problems with farm reform.

The Dutch, who hold the EC presidency, had arranged an informal meeting of trade ministers at The Hague on October 11-12 at which the overall EC strategy for the final phase of the Round would be discussed, Mr Paesmen said.

Even Norway fails test of the 'liberal' trader

By William Dulforce



NORWAY, a founding member of the General Agreement on Tariffs and Trade (Gatt) and a strong supporter of an open world trading system, finds its trade policies and practices faulted on several counts in a report by the Gatt secretariat released yesterday.

In general, Gatt gives Norway full credit for running a liberal trade regime and highlights Oslo's commitment to observing Gatt rules. Unlike the EC and the US, Norway has rarely resorted to anti-dumping action against imports or made use of Gatt's safeguards to protect its producers against surges in imports.

Predictably, however, the secretariat finds a marked difference between its agricultural and industrial policies. While most manufacturing is open to international trade, in agriculture a network of import restrictions and supports, which provides a high level of protection at considerable cost to the state budget and consumers, is described.

Less predictably, Gatt also states that most services and one or two manufacturing activities are not sufficiently exposed to foreign competition.

Questions are raised about state support for industry, public procurement practices, the type of tariffs and the excise taxes used to implement environmental and social policies.

The report says that while Norway supports Gatt's non-discriminatory most-favoured nation principle, some two-thirds of its imports are given preferential tariff treatment under trade agreements with the EC and the European Free Trade Association (Efta).

Many of these strictures were contested by the Norwegians during discussion of the report in the Gatt council which ended yesterday. Mr Jon-Ivar Næslund, secretary of state for foreign affairs, denied that services were not exposed to foreign competition: the contention was certainly not true of shipping, which accounts for 60 per cent of Norway's services exports, of coastal shipping, tourism, telecommunications

and audiovisual, construction and financial services.

Gatt's report delineates the drastic change in Norway's trade pattern since it became an important oil exporter in the 1970s and the painful economic adjustment it has had to make since oil prices declined in 1986. Petroleum now accounts for more than 40 per cent of merchandise exports. Norway depends heavily on exchanges with the EC and the other Efta countries - developing countries provide around 8 per cent of imports and take 7 per cent of exports.

This concentration of trade within Europe is likely to increase, and in the discussion in the Gatt council, delegates tried to foresee the changes to Norwegian trade policy that might emerge from the EC-Efta negotiations on the establishment of a European Economic Area. Of particular interest was the EC's request for improved access to Efta markets for 72 farm products.

Compared with the value of its output, Norwegian agriculture is one of the most highly assisted sectors in developed country markets, according to the Gatt report. In 1990 farm support from the state budget amounted to Nkr120m (\$1.8bn), equivalent to 111 per cent of the value added in farming. In addition consumers are taxed through high food prices. Norway also "shelters" its food, beverage and tobacco manufacturing industries.

In talks on the reform of world farm trade in the Uruguay Round, Norway has offered to change its system by converting existing import restrictions on all products apart from milk, reindeer, elk and venison into tariffs. While

Japanese company joins \$5bn Algerian project

By Steven Butler in Tokyo and Francis Ghiles in London

THE JAPANESE trading company, C.Itoh, has signed a co-operative agreement with Sonatrach, the Algerian state oil and gas monopoly, that could lead to participation in \$5bn (£2.8bn) worth of gas development and gas processing projects.

The agreement underlines the long-term commitment to developing economic and financial relations with Algeria

made by many leading Japanese trading houses and banks.

Developing its natural gas and liquefied petroleum gas production and exports is a key element in Algeria's policy of reducing its foreign income to ease the burden of its heavy foreign debt repayments.

Further moves to refinance

part of Algeria's medium-term commercial bank debt, two-

thirds of which is held by Japanese banks, are the subject of negotiations between a group of international banks co-ordinated by Crédit Lyonnais and the Algerian authorities.

C.Itoh said yesterday the agreement had been signed this week by Mr Minoru Murakoshi, C.Itoh president, in Algiers and was aimed at providing a more solid basis for C.Itoh's continuing involve-

ment in business in Algeria. The company has been active in Algeria for 20 years.

Details of C.Itoh's precise participation in the various projects remains confidential, although the company is expected to participate in financing up to \$2.5bn of projects, and will join in various construction activities.

The projects include the

development and transporta-

tion of natural gas from fields in southern Algeria, construction of an ethylene plant, and construction of a methanol plant, which may include manufacture of MTBE, the octane-booster petrol additive for which demand is growing rapidly.

The projects are part of a broad

Sonatrach programme to

develop Algeria's vast natural gas energy reserves.

India secures four ventures with US companies

By Nancy Dunne in Washington

INDIA'S Commerce Minister, Mr P.P. Chidambaram, yesterday in Washington announced four joint ventures - two signed and two confirmed - with leading American companies. The concluded

negotiations made last year by

Mr Chidambaram said negotiations were underway with

General Motors on a venture to

build cars and car parts and that another proposed venture with Kellogg would make

breakfast cereals.

• The British government has taken up in strong terms with India what it considers to be the unfair treatment of Rolls-Royce, the British aerospace group, over a \$150m engine order, writes David Housego in New Delhi.

Air India disclosed over a

week ago that it had asked

General Electric of the US and

Pratt and Whitney to submit

fresh bids to supply 20 engines

to power four Boeing 747-400s.

The request to the US groups

was a blow to Rolls-Royce

which was told over a year ago

that it had been selected.

EUROPEAN Commission estimates made last year that Japanese vehicle producers' share of the UK car and light commercial vehicle market could jump to 28 per cent and that their share of the French and Italian markets could more than triple by 1995, under the recent understanding reached by Brussels and the Japanese Ministry of International Trade and Industry on European car sales in the single European market.

The deal announced in the end of July contained no market share forecasts, unlike the calculations made by the Commission a year ago in an earlier stage of the protracted negotiations (see table).

At the end of July the Commission conceded publicly to Japan - and to the UK government - that there would be no limit on Japanese investment in the EC and that there would be "free circulation" in the EC for Japanese vehicles built in Europe, which effectively ruled out the setting of any formal limits on Japanese market share.

The July deal entitled "Elements of Consensus" contained an assumption for the growth of the EC car and light commercial vehicle market to 15.1m in 1998 from 13.65m in 1992, which is unchanged, however, from the earlier forecasts produced in August 1990, except that the forecast period has been extended by a year from 1992.

When the original forecast with market shares was leaked a year ago it was denounced by Mrs Edith Cresson, now the French prime minister, but then French minister for European affairs, on the grounds that all future growth in the EC car market had been ceded to Japanese producers. While

the forecast for the overall market has been left unchanged from the Commission's earlier forecast, Brussels did succeed in the July deal - with explicit Japanese agreement - in reducing its forecast for the level of Japanese exports in 1998 by 29,000 vehicles from 132,000 assumed a year ago for 1994.

It has also reduced its figure for sales by the Japanese transplants (local assembly plants) in Europe to 1.2m from the earlier level of 1.5m, although this is its own internal "working assumption" that has not been accepted explicitly by the Japanese side. It has also declared its own aim that EC producers should benefit from one third of the growth of the market from its 1990 level.

The effect is that the overall Japanese share of the EC car and light commercial vehicle market "assumed" by the Commission has been reduced to 16.1 per cent in 1998 in the July understanding from the range of 17.5-18.7 per cent in 1992 indicated at the earlier stage of the negotiations last year. The Japanese share was 9.4 per cent in 1992.

This suggests the Commission still assumes the total share of Japanese cars in the

UK could reach close to 29 per cent by the end of the decade from the level of 11 per cent in 1992.

This has severe implications for existing UK producers, in particular Ford, which still accounts for close to a quarter of all UK new car sales and which has two UK car plants.

For France, Italy and Spain

the forecasts for direct Japanese vehicle imports have been modestly reduced during the negotiations. In line with the earlier forecasts, however, the Japanese share of the French vehicle market is still set to at least triple during the 1990s, while the share of the Italian market is likely to more than quadruple.

Impact of Japan's EC auto deal

Kevin Done analyses estimates of the Japanese share of Europe's market

| | 1989 actual | 1998 hypothesis* | 1998 share* | 1999 Forecast** |
|--------------------------------------|----------------|---------------------|----------------|--------------------|
| Markets: | | | | |
| FRANCE | 2,857,000 | 2,850,000 | 100.0 | 2,850,000 |
| Japanese imports | | 162,000 | 5.7 | 150,000 |
| Japanese transplants | | 155,000 | 5.4 | |
| Total Japanese share | 3.0% | 317,000 | 11.1 | |
| ITALY | 2,519,000 | 2,600,000 | 100.0 | 2,600,000 |
| Japanese imports | | 148,000 | 5.7 | 138,000 |
| Japanese transplants | | 142,000 | 5.4 | |
| Total Japanese share | 2.0% | 290,000 | 11.1 | |
| SPAIN | 1,378,000 | 1,475,000 | 100.0 | 1,475,000 |
| Japanese imports | | 94,000 | 5.7 | 79,000 |
| Japanese transplants | | 150,000 | 10.3 | |
| Total Japanese share | 3.0% | 230,000 | 15.0 | |
| PORUGAL | 252,000 | 275,000 | 100.0 | 275,000 |
| Japanese imports | | 23,000 | 8.4 | 23,000 |
| Japanese transplants | | 35,000 | 12.7 | |
| Total Japanese share | 14.0% | 58,000 | 21.0 | |
| UK | 2,800,000 | 2,780,000 | 100.0 | 2,700,000 |
| Japanese imports | | 189,000 | 7.0 | 190,000 |
| Japanese transplants | | 594,000 | 22.0 | |
| Total Japanese share | 11.0% | 783,000 | 29.0 | |
| RESTRICTED MARKETS | 9,414,000 | 9,900,000 | 100.0 | |
| Japanese imports | | 608,000 | 6.1 | |
| Japanese transplants | | 1,122,000 | 11.3 | |
| Total Japanese share | 5.5% | 1,728,000 | 17.5 | |
| UNRESTRICTED MARKETS | 4,531,000 | 5,200,000 | 100.0 | |
| Japanese imports | | 714,000 | 13.7 | |
| Japanese transplants | | 378,000 | 7.3 | |
| Total Japanese share | 17.4% | 1,092,000 | 21.0 | |
| TOTAL EC (including eastern Germany) | 13,845,000 | 15,160,000 | 100.0 | 15,100,000 |
| Japanese imports | 1,237,000 | 1,320,000 | 8.7 | 1,230,000 |
| Japanese transplants | | 1,500,000 | 10.0 | 1,200,000* |
| Total Japanese share | 9.4% | 2,820,000 | 18.7 | 16.1 |

Internal European Commission projections, September 1990

*EC Japanese forecast as basis for monitoring system, July 1991

**EC internal assumption, July 1991 Japan insists on no ceiling

†Includes light commercial vehicles under 3.5 tonnes curb weight

Source: European Commission Internal documents.

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UK NEWS

Engineers forecast delay in recovery from recession

By Andrew Baxter

THE UK ENGINEERING industry is close to the bottom of the recession, but a slow, steady recovery is unlikely to start until the second quarter of next year, according to the Engineering Employers' Federation.

The EEF's autumn Engineering Economic Trends report, published yesterday, predicts that a further 90,000 jobs will go over the next 12 months, on top of the 150,000 lost in the past year. This would reduce engineering employment to 1.84m, against 3m in 1990.

The report, which is broadly consistent with the latest survey of monthly trends from the UK employers' association, Confederation of British Industry, warns of the long-term effects of the recession, and reduced fixed investment in the UK economy. Sustained growth of the economy beyond 1992 will depend on an increase in the UK's manufacturing capacity.

EEF officials pointed to two significant underlying economic trends affecting the industry. First, since April 1990, the pound's rise relative to the Ecu had pushed costs up much faster than prices, indicating intense pressure on engineering companies' profit mar-

gins on export business. Secondly, the federation forecasts issue with OECD forecasts on reductions in fixed investment in the UK economy for this year and next. The EEF predicts declines of 13 and 6 per cent respectively, against the OECD's 9 and 1 per cent.

The EEF believes the engineering industry will face one more quarter of declining output, mark time in the first quarter of 1992 and begin an upturn in the second quarter. Output growth will begin again and accelerate later next year.

The UK market, though, will remain at a low level next year, albeit higher than this year. Exports are forecast to grow faster than home sales.

Even so, the EEF believes engineering imports will begin to rise faster than exports from around halfway through next year, as the UK economy recovers. That would restore a trade deficit in engineering which the UK looks set to avoid this year for the first time since 1982.

The EEF noted that the performance of engineering exports, which began to rise sharply in the second quarter of this year, had been the principle reason for the reduced

severity of the current recession compared with that of 1979-1982. Over that period, engineering exports fell by 9 per cent, against just 34 per cent this time.

Overall, engineering output volume has fallen some 9 per cent between the first half of 1990 and the second half of 1991. It is forecast to rise 2 per cent between the second halves of 1991 and 1992.

Looking ahead, the EEF predicts a 1.5 per cent rise in engineering sales, at constant purchasing power, between the first half of 1991 and the second half of 1992. The previous 18 months produced an 11.3 per cent decline. On the same basis, electronics and computers are forecast to recover most strongly with a 5.2 rise.

Business leaders in the Midlands are becoming increasingly worried about the availability of bank finance both to provide working capital for companies moving out of recession and to fund a higher level of investment.

This became clear at regional council meetings of the East Midlands and West Midlands Confederation of British Industry held yesterday in, respectively, Nottingham and Halesowen.

BRITAIN IN BRIEF



Sheerness, Chatham to privatise

Medway Ports Authority, operator of the docks at Sheerness and Chatham in Kent, is to become the second of Britain's trust ports to privatise itself under the recently passed Ports Act.

The port is to be sold through a process of competitive tender in which its management and employees are expected to bid. A similar course has been adopted by Tees & Hartlepool, the first trust port to privatise.

Call to end role of MMC

A radical overhaul of the UK's competition regime including the replacement of the Monopolies and Mergers Commission with a Competition Commission amalgamating the MMC with the Office of Fair Trading and the electricity, water, gas and telecoms watchdogs has been called for by the Institute of Economic Affairs.

Poor forecasts criticised

The effectiveness of the government in formulating and monitoring policies is being reduced by poor statistics, according to the Social Science Forum, a pressure group.

In a paper the group says government statistics suffer from problems in collecting data and lack of responsibility by a central department for ensuring accuracy and comprehensiveness.

It details several areas, such as education, employment, demography, health, the economy and crime, where lack of valid statistics present difficulties in monitoring the efficacy

of specific policies.

The forum, which represents about 50 organisations involved in social policy, is pressing for a new National Statistics Council which would advise the government on this area and highlight deficiencies. It also wants greater public access to statistics.

BNF closes £240m plant

British Nuclear Fuels has closed down temporarily a £240m plant opened only seven months ago at its Sellafield reprocessing centre.

The vitrification plant, which converts radioactive liquid waste into solid glass blocks for long-term storage, will not re-open until the company has investigated and corrected problems with two doors which shield workers from radiation.

The closure follows an incident in which the plant's computer system wrongly allowed both doors to be open at the same time. Although no one was exposed to radiation, operations cannot resume until

the Nuclear Installations Inspectorate is satisfied that the problem will not recur.

Temporary closure of the vitrification plant will not affect Sellafield's other nuclear reprocessing operations, the company said yesterday.

Scots economy 'to recover'

The Scottish economy should be beginning to move out of recession in the current quarter but the recovery will be slow and will remain hesitant for much of 1992 according to the Fraser of Allander Institute, Scotland's principal independent economic forecasting body.

According to the institute the Scottish economy will resume economic growth no later than the rest of the UK, having suffered a shallow recession which began later than the UK as a whole. In the past recovery in Scotland usually lagged behind that of the rest of the country.

Output is expected to fall by 1.5 per cent this year and rise by only 0.8 per cent in 1992, operations cannot resume until

when total UK output should climb by 1.2 per cent.

ICI cuts 220 Teesside jobs

ICI announced 220 job losses on Teesside, north east England, as a result of the closure of two plants and a section of another, due in part to a move away from bulk production of low value materials.

The job losses, which ICI expects to achieve without compulsory redundancies, result partly from a decision to move out of the commodity plasticisers and polyester polyols business at Wilton, Teesside by the end of this year. ICI said it was withdrawing from the business because of poor market conditions and high operating costs.

damaging speculation in the run up to a general election. His comments followed a similar admission by Mr Roy Hattersley, Labour's deputy leader earlier this month.

Speaking during a party political broadcast screened last night Mr Kinnock said: "Speculation about the election doesn't do the economy any good because there is a certain instability in the political environment."

Cricket set for summer finale

John Childs claimed four wickets to reinforce Essex's hopes of beating Victoria of Australia and adding £12,000 to their already profitable summer in the Britannia Assurance Challenge. Spinmer Childs sent the Australian domestic champions sliding to 157 for eight by the close with only Alan Hughes unbeaten. 54 sparing them greater embarrassment. Victoria need another 37 runs to avoid the follow-on and the possibility of an exciting finale to the summer today cannot be ruled out.



AS two opposition Labour party MPs, Mr Terry Fields and Mr Dave Nellist (pictured above), were suspended from holding office in the party because of alleged links with Militant, the left-wing group, the expulsion of all Militant supporters was highlighted in a poll as the move most likely to help Labour win the next election. The findings come in a Mori report for the Joseph Rowntree Reform Trust, published today. For the Tories stopping more NEIS hospitals opting for trust status was most cited by respondents, 54 per cent, as benefiting their election chances.

BAT arm cuts 1,000 jobs and 48 branch offices across UK

By Richard Lapper

EAGLE Star, the insurance subsidiary of BAT Industries, yesterday announced a programme of rationalisation that will reduce staff numbers in its loss-making general insurance division by over 14 per cent over the next three years.

At least 1,000 of the 6,500-7,000 people currently employed will lose their jobs. Many of those affected are clerical workers.

Forty-eight offices - all of the company's smallest branches - will close next year and the company's head office and main administration will be moved to Cheltenham, Gloucestershire.

The cuts - which follow the

announcement of redundancies by a number of other insurance companies in recent weeks - were signalled by Eagle Star last month, when the company announced that it had lost £189m pre-tax in the first half of 1991.

Eagle Star's losses are among the worst to be suffered by any British insurer. The group has been particularly badly damaged by its exposure to the mortgage indemnity market. Mr Michael Butt, the Eagle Star chairman, said yesterday that the group had planned to reduce staff numbers alongside the introduction of new systems that are designed to boost efficiency.

Further job cuts will be made if Eagle Star was unable to restore profitability, said Mr Butt. "We will shrink our portfolio of business if we are unable to obtain adequate rates of return."

Mr Butt dismissed speculation that he might also leave the company. BAT Industries last night reaffirmed confidence in the Eagle Star chairman, who has been working with a completely new management team for UK general business over the past 12 months.

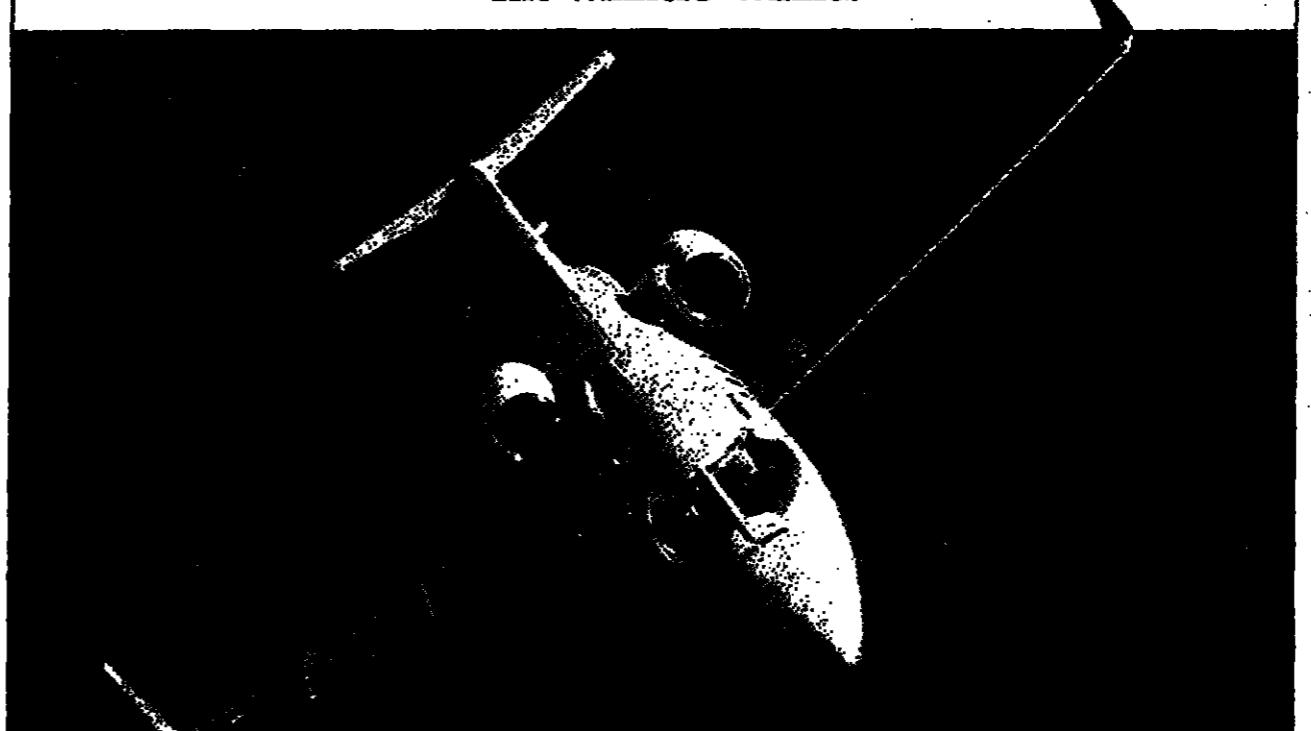
"I wish the intervals were as long as the acts."

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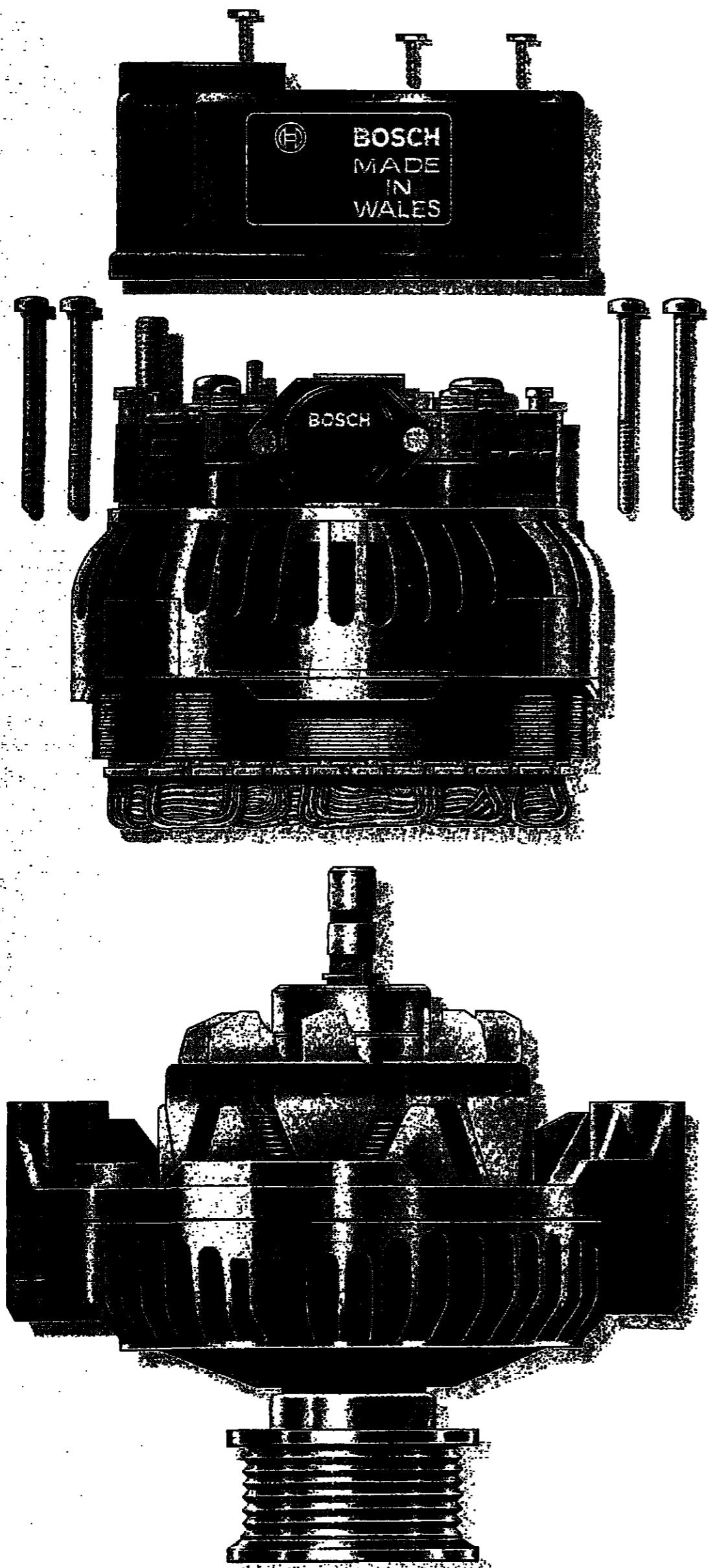
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BUPA International

By Philip Rawstorne

SALES are too important to be left, as Arthur Miller put it in *Death of a Salesman*, to "a man out there in the blue, riding on a smile and a shoeshine."

But British industry still employs a salesforce of 300,000 and spends £12bn a year supporting it.

Yet, according to Professor P.J.S. Law, of the London Business School, even in these high tech days, selling is still widely seen as the function of the "rep" in the Ford Cortina.

Selling has never been accorded the status it deserves

in Britain, he says - forcing salesmen to operate under cover of such titles as "account managers" and "marketing executives."

A survey, commissioned by CPM Field Marketing, suggests that sales organisations have adapted fairly well to the changing demands of the past decade.

But though the salesmen's response to change can be measured in the proliferation of telephone sales, call-management systems, and car phones, selling is still inefficient in

most industries.

Salesmen typically only spend 5 per cent of their time actually selling. More than half their working day is taken up by travelling and administration. The average salesman in a service industry makes 900 calls on customers a year in the consumer industries, the rate is more than double. Costs of a call range from £20 to £400.

Sales organisations, the survey warns, will have to increase their efficiency and their effectiveness if they are to succeed in the 1990s.

Salesmen, already grappling with falling orders, increased credit risks, and cost reductions, can look forward to a decade of enormous and often unsettling change.

Customers will become increasingly assertive in the 1990s, and buying power will tend to centralise. Suppliers will demand more from their selling operations.

The European single market will change the competitive environment and affect the servicing of major accounts.

There will be fewer sales

executives, the survey predicts, and the role of those who remain in the field will change.

"The salesman has little scope to sell, we know what we want and his role is to provide it," says one multiple grocer.

Salesmen will need greater technical expertise in the use of computers and communication systems. "Those who do not learn the requisite new skills will rapidly become redundant."

Sales directors, as well as harnessing more technology, will make greater use of third

party sales support - a service industry now worth £100m.

Close partnerships may be developed between suppliers and customers, requiring a radical change in the culture of many selling organisations, says the survey.

What is beyond all doubt is that in this brave new world, selling will be a team game with no place for the "old dog" longer.

(*Balancing the Salkforce Equation*, Abbotton Associates, 25 Ropewalk Street, London SE1 4AD)

Death of the salesman has been greatly exaggerated

UK NEWS

TORIES favour new shade of green

John Hunt, environment correspondent, watches a bullish Michael Heseltine, pictured below, unveil an environmental audit of Conservative government policies



HERE WAS no lack of electioneering hyperbole yesterday when Mr Michael Heseltine, the environment secretary, launched a glossy 200-page document listing the government's "green" record since the publication of its environmental policy paper a year ago.

Seated with his junior ministers in front of a banner proclaiming "Action on the Environment", he claimed it had been a year of achievement in which the government had taken 400 separate measures to improve the UK environment.

With an eye on the "green" vote the opposition Labour party issued a countercblast describing it as "opportunity lost" nothing short of a national disgrace."

Lord Melchett, executive director of Greenpeace, the international environmental campaign group, called it "window dressing". David Gee, head of Friends of the Earth, said it did not show the decisive leadership on the environment which prime minister John Major promised in a speech on the subject earlier in the year.

Andrew Warren, of the Association for the Conservation of Energy, gave a qualified welcome and said there had been some progress particularly in the energy saving programmes introduced in government departments.

But he said that over the past year when Britain's GNP had fallen there had been a 1.6 per cent rise in UK emissions of carbon dioxide, the main greenhouse gas that contributes to global warming.

The new document includes 50 pages, each divided into three columns, listing the promise made in last year's policy paper, action to date and commitments to further action. It is likely to provide the framework for the Conservatives' environmental manifesto at the forthcoming general election.

Significantly the use of so-called free market "economic instruments", such as taxation and fiscal incentives to encourage environmental improvements, get no mention in the report.

The original document had a big section on this and kept the door open to the eventual

introduction of a carbon tax on fossil fuels such as oil, coal and gas.

It was made clear yesterday that neither Mr Michael Heseltine, nor Mr David Trippier, the minister of state for the environment, has any enthusiasm for a carbon tax scheme whether it is a British or EC scheme.

The document does not have a separate chapter on transport although carbon dioxide and other pollutants are one of the biggest threats to the environment.

Asked if the government still believed in the great car society that was endorsed by Mrs Thatcher, Mr Trippier said "it is entirely a matter for the Department of Transport". He said that there would be further meetings between the DoE and Transport Department and that 20 per cent of UK reductions in carbon dioxide would have to come from the car

industry.

The report does, however, contain a rebuke to the Transport Department. The original paper promised to "civilise traffic in towns" by refusing to provide new road capacity for additional car commuting into congested areas. There is an ominous blank space against this under the "action to date" column and a vague future commitment to avoid creating such roads.

There is a similar blank space for action accomplished by the Department of Energy for reducing all greenhouse gases without specific targets for carbon dioxide. These programmes need not be announced until a year after the Rio conference.

The government pledges itself in the document to play a leading role in international negotiations towards a framework convention to curb global warming. This is expected to be agreed at next June's Earth Summit in Rio de Janeiro.

But the document does not mention that the UK has taken the lead in promoting a "pledge and review" policy which, say environmentalists, will severely water down the original concept that there should be strict international targets for reducing carbon dioxide.

Under "pledge and review"

governments could announce general programmes for reducing all greenhouse gases without specific targets for carbon dioxide.

These programmes need not be announced until a year after the Rio conference.

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In fact this has run into deep political trouble with the NRA strongly resisting attempts to break it up. And, as Mr Heseltine confirmed yesterday, it will only be introduced in legislation in Autumn next year assuming that the Conservatives are returned to power at the general election.

The government is on safer ground in boasting of its Environmental Protection Act which introduces integrated pollution control over air, land and water.

It is beginning to bite and the provision that industry must use the best available techniques for controlling pollution is causing companies to improve standards.

Also highlighted is the government proposal to set up a new national environment agency consisting of Her Majesty's Pollution Inspectorate, part of the National Rivers Authority and taking in the waste regulation functions of local authorities.

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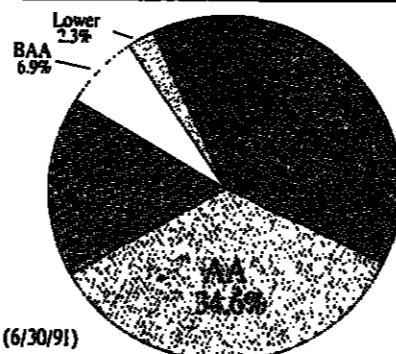
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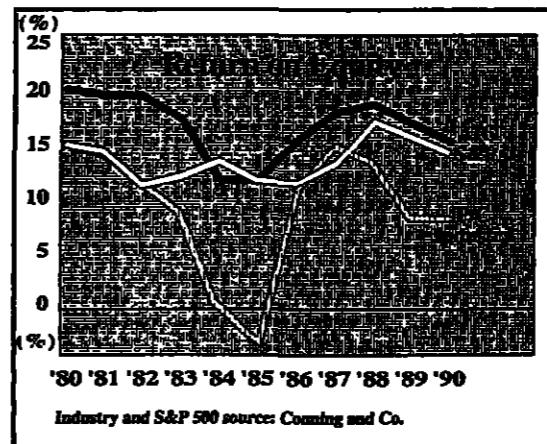
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TECHNOLOGY

Link-up of engine designers

Two UK engine design consultancies, Perkins Technology and Tickford, have signed an agreement jointly to market their consultancy operations worldwide.

The agreement represents a rare example of collaboration within the UK engineering design consultancy sector, despite suggestions that it would benefit from a more competitive approach.

Separately, UK consultancies including International Automotive Design, Ricardo and Lotus Engineering have established themselves as leading suppliers of design and engineering services to the world motor industry.

However, previous suggestions by some in the industry, such as Group Lotus chief executive Michael Kimberley, that partnerships should be formed between companies with complementary skills have hitherto gone largely ignored.

Between them, Perkins Technology, a subsidiary of the Peterborough-headquartered diesel engine manufacturer, and Milton Keynes-based Tickford, have a combined workforce of 550 engineers, with nearly 100 engine test cells and associated emissions and environmental laboratories.

Tickford meanwhile has signed a joint venture agreement with Ford Motor Company of Australia under which the two companies will jointly develop high-performance and luxury components for the Australian range of Ford cars.

The joint venture, Tickford Vehicle Engineering, is being set up on a site adjoining Ford's Melbourne assembly plant and is expected to employ around 60 people.

Both deals appear to mark a renaissance for Tickford, which was the subject of a buyout by its managers from receivers of its former parent, the CHI industrial group, four months ago.

Tickford's two main divisions are vehicle design and development and rail engineering. It employs a total of 270 people at Milton Keynes, Bedworth and Coventry.

John Griffiths

In the market for microprocessor chips that form the brains of personal computers, Intel is king. Ever since IBM chose an Intel microprocessor for its first PC 10 years ago, Intel has dominated the field.

In recent months, however, Intel's stronghold has been under constant attack. Mounting competition, legal challenges and the changing face of the desktop computer market have raised serious questions about the company's ability to maintain its rule over the PC chip market of the 1990s.

The IBM PC standard that anointed Intel's microprocessors is beginning to crumble. In a joint venture with Apple Computer, IBM now aims to create a new standard for personal computing based upon its own high-speed Reduced Instruction Set Computing (Risc) microprocessors. Risc microprocessors streamline processing by trading off speed against complexity.

Compaq Computer, the leading manufacturer of IBM-compatible PCs (all Intel based), has joined Digital Equipment and others in backing the development of computers based upon the R4000 Risc microprocessor from Mips Computer.

Neither IBM nor Compaq Computer, two of Intel's biggest customers, is planning to abandon the Intel microprocessor architecture, but it is clear that when the fifth generation of Intel microprocessors, the 386, makes its debut next year it will not inherit the PC market crown without some stiff competition.

Andrew Grove, Intel president, is undaunted. "We are leading in technology, leading in installed base, and leading in the manufacturing infrastructure that is required to deliver these things (microprocessors) in the multiple tens of millions of units per year," he maintains.

Building the fastest microprocessors is now only one element of the competition. Recognising this, Intel is attempting to carry out a significant shift of corporate strategy.

"Our whole corporate mentality has to be changed," explains Grove, "from finding new applications for Intel silicon to making Intel-based computers superior." This involves several factors affecting system performance, including both software and hardware.

To date all IBM-compatible PC system software has been designed to run only on Intel microprocessors, but Intel

acknowledges that it may lose this exclusive advantage. "Systems software is going to be built in such a fashion that it is relatively easy to adapt from one architecture to another," in the future, Grove acknowledges. "That is the reality of the open computing world."

Examples include Sun Microsystems' recently announced Solaris, a Unix-based operating system that will run on Sun's Sparc chips and on Intel's microprocessors. Microsoft's "Windows NT", a PC operating system due next year, will run on Mips Computer's R4000 as well as on Intel's chips.

While many see these developments as a threat to Intel, Grove maintains that his company is well positioned to take advantage of the boost that these software advances should give to the sluggish PC market. "I'm overjoyed with the influx of money, resources and talent that are being poured into systems software development," says Grove.

He sees the new operating systems unplugging the "software bottleneck" that has prevented computer users from taking full advantage of advances in microprocessor technology.

It has been very frustrating from an Intel point of view to develop new technology that theoretically doubles performance and then see the performance improvement degraded by a 10-year-old operating system [MS-Dos]," says Grove.

While one set of competitors aims to unseat Intel's microprocessors with alternative chip designs, another set is focused upon cashing in on Intel's success with "clones" of its current microprocessor products; chips that emulate the functions of the Intel design without directly copying them. Advanced Micro Devices, a rival Silicon Valley semiconductor manufacturer, launched its own version of the 386 chip (the processor which powers most of today's PCs) six months ago and has already won a 15 per cent share of the PC market, accord-



Andrew Grove: 'Nobody is going to outperform our products'

ing to market analysts.

Intel recently lost out to AMD when Grid Systems, a subsidiary of Tandy, announced a new desktop computer based upon AMD's 386 chip. AST Research, another US PC manufacturer, is using the AMD microprocessor in its latest notebook computer.

Next week, Chips & Technologies, a leading supplier of PC chipsets, will also unveil 386 look-alikes and at least three other chipmakers are said to be developing clones of the Intel 386 and 486.

Unlike some of its competitors, which have banded together in teams of chipmakers and computer companies to support new architectures, such as those based on Risc processors, Intel insists on going it alone. The company

has not licensed any other chipmaker to produce its most recent generations of products (the 386 and 486 chip families) except IBM, which manufactures the 386 for its own consumption.

Intel has also taken a hard line in protecting its intellectual property rights. The company has filed suit against AMD, Cyrix, a small Texas chipmaker, and a number of other "clone" chipmakers.

Now the industry is watching to see whether Chips & Technologies' new 386 products will also prompt attention from Intel's lawyers.

AMD and Cyrix have, however, filed countersuits charging Intel with anti-competitive business practices. Intel has denied any wrongdoing but the company's sales tactics are

now also the subject of a US Justice Department anti-trust investigation.

"We developed a product all on our own. We created a market for it all on our own and introduced it all on our own. If someone else wants to develop a product, in my view they have to do it all on their own... not on the basis of any assistance from the intellectual property that was developed... by this company," Grove states adamantly.

The company aims to keep a step ahead of the clones by drawing computer makers towards its next generation microprocessors, which have yet to be emulated by competitors. The move is risky. By accelerating the pace in the microprocessor market, Intel could prematurely kill demand for established products.

Competition has also forced Intel to cut prices of its PC devices. These tactics could have a detrimental impact upon Intel's short-term earnings and its long-term strategy. Maximising profits from current products is critical to Intel's future.

Microprocessor development and manufacturing costs have increased exponentially over the past 10 years. The 386, due out next year, will have cost Intel several hundred million dollars to develop - up from a few million for the 8086, Intel's first 16-bit microprocessor, launched in 1978.

In addition to the 386 processor Intel is already developing sixth and seventh generation microprocessor technology that it says will appear in the mid-1990s. "Nobody is going to outperform our products. There will be no motivation for anybody to shift from our microprocessor architecture to another," says Grove, although competitors see him trying to hold back a tide of competition that will inevitably erode Intel's territory.

In addition, Intel will spend more than \$1bn on upgrading manufacturing sites this year and expects to spend as much again in 1992. The huge costs of development and manufacture of leading-edge microprocessors are a barrier to competition, yet the potential rewards of winning ground in the microprocessor market - one of the most profitable segments of the semiconductor industry - act as a magnet.

"We are convinced that end-user demand for higher performance personal computing is there, that the technology capable of delivering it is there and we are dedicated to doing it first," says Grove.

PCs model the latest fashions

By Della Bradshaw

"Laptop" closely resembles the sort of machines available today. But instead of putting the laptop on a hard surface for use, the machines hang from shoulder straps and rest on the chest.

The latest model for the up-to-date factory worker will be a two-piece yellow creation, one half worn around the neck and the other on the left forearm. The arm unit incorporates an optical scanner to enable the wearer to read bar codes into the machine.

Leading the way is Japanese electronics manufacturer NEC. At its futuristic Advanced PC Design Centre, in Tokyo, a group of designers and engineers have been busy developing a range of "wearable" PCs which transfer computer technology from the desktop to the wrist or the waistband.

This "personal environment design", as design supervisor Hideji Takemoto calls it, will transform the local PC store into a designer boutique rather than a warehouse, says NEC.

So, what will the fashion-conscious PC user be wearing 15 years from now? The answer could depend on the job you do, as evidenced by some of the NEC's concept models.

In the company's vision of the 21st century the businessman will be dressed in a subtle creation of black and grey. A tube running down his back will contain electronic components and loop round to support a visual display held out at waist level. A speaker and headphones atop the tube will enable the businessman to input data. A camera and fax capabilities are also built into the unit.



PC fashions for the factory and office

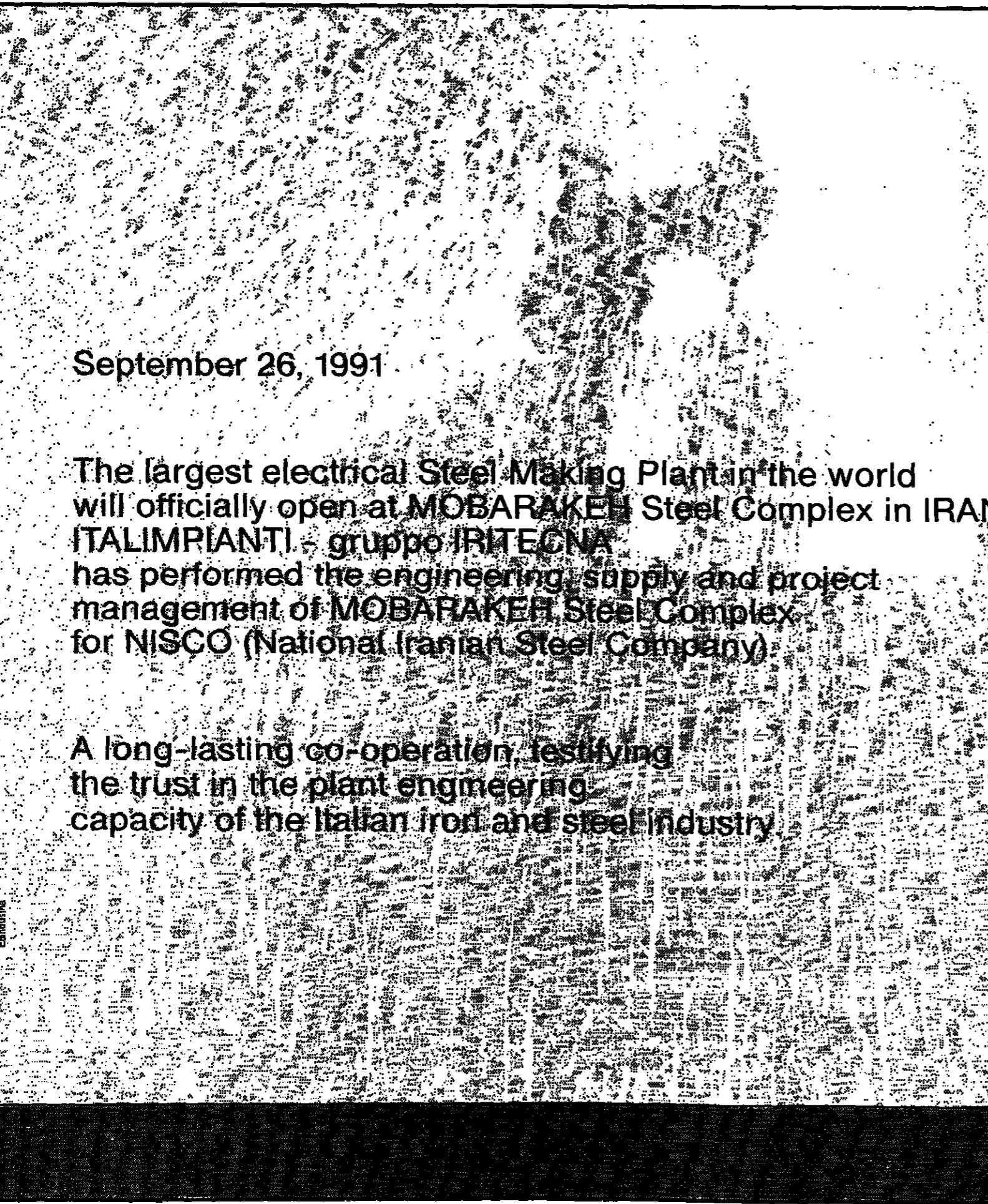
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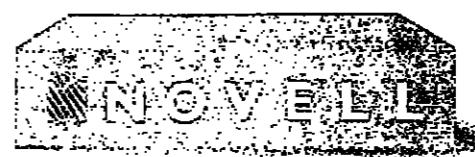
Funny, isn't it, how views of the future change so rapidly. Just ask any visionary you happen to meet.

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Financial services

Widow beckons at altar of mammon

John Authers reports on efforts by life assurance and other investment groups to sell their products

What is this mysterious woman trying to sell you? "Glamorous" products, such as clothing and perfume, leap to mind. Perhaps she is about to wrap her tongue round the latest crumblng chocolate bar.

In fact, the woman is a Scottish Widow, and she has spearheaded a successful advertising campaign by a long-established Edinburgh life assurance group - about as unglamorous a product as it is possible to imagine.

These tactics are the latest attempt to break out of a severe problem for life assurance and other investment companies. Financial products are misunderstood, and the companies that produce them have a low profile.

But it is hard to appeal directly to the consumer without alienating the large and powerful intermediary network which is in place. Life offices antagonise these at their peril.

Scottish Widows' campaign has been arguably the most successful among the large investment houses which have adopted a similar approach. These have included weighty names previously glad to be dull, such as Scottish Amicable and the Prudential.

It is easy to see why these tactics seem necessary - market research suggests that consumers are ignorant and distrustful of the industry, while much marketing misses its target.

Mintel summed up the position in a damning report earlier this year. "The banks, building societies, insurance companies and credit card suppliers spent a staggering \$24m in 1990 advertising their services, and the majority of the population still don't know what they are buying," it said.

Mintel found two main causes for the difficulties that marketers face. One is ignorance, which the proliferation of more complicated new products has exacerbated. The new

advertising is either too complex for "novices", or does nothing to help them understand.

The other problem is distrust of intermediaries. Most people believe that there is no such thing as independent financial advice. Distrust is greatest among the people who could provide the most lucrative business.

A smaller qualitative survey by Prospektus, another market research company, found that high net worth individuals think that advice is "sold by another name".

Such scepticism persists despite the root and branch reform of investor protection rules by the Financial Services Act in 1987. In some ways, this could have made the basic problem of explaining finance to "novices" all the harder.

The Act stamped on misleading illustrations and claims for product performance, and insisted on "health warnings" to ensure that potential investors understood the risks they were taking. This made it much harder to make a convincing case for one company's product without introducing a mass of information.

However, the FSA permits companies to avoid small print, provided they restrict themselves to generic advertising, promoting name awareness alone.

This explains the Scottish Widows strategy. We do not know whether the widow holds a pension, a life assurance policy, or a unit trust - all we know is that she represents the company. She promotes name recognition and nothing else.

David Lewis of Dentsu-Rogerson, the public relations company which helped to devise the Widows' campaign, explains: "What the Widows has done is take the discipline of fast-moving consumer goods branding and apply it to the financial market. Until about five years ago advertising in this market was fairly dated and unsophisticated."

Thus its newspaper advertisements have the tone of an approachable "broker's note". Typically a few paragraphs are included, accompanying a simple exposition of the case for

some specific sector.

The group's market share suggests this approach must have worked. However, Philip accepts that the strategy has not expanded the market.

According to Fidelity, around 4 per cent of Britons hold unit trusts, a figure which still seems to be lower than it might be, thanks to the Black Monday stock market crash of October 1987. The figure for equivalent investment products is 20 per cent in the US, where investor confidence survived the 1987 crash more or less intact.

The fundamental problems of an uneducated market and a distrusted intermediary structure remain untouched. However, the experience of two big insurers with different marketing philosophies suggests that more traditional marketing can still be effective.

Standard Life is the UK's biggest mutual life assurance group, but has not adopted Scottish Widows' tactics. It says that a brand image which projects a "persona" is a valuable property, but it is only "skin deep". However, it is cur-

rently in the midst of a "communications audit", which may lead to a new corporate image.

Standard Life has also added to its distribution channels, and its products are now sold by the Halifax Building Society, as well as by independent advisers. The pre-eminent brand values that Standard Life believes it should aim for are "level of service" and "customer care".

These sentiments are endorsed by Abbey Life, a much younger group which has built up 1.1m clients over the past 30 years, mostly on the back of a highly motivated sales force. It has decided that the costs of a heavy advertising campaign could not be justified.

Lester Young, product marketing manager of Abbey Life, does think that the Financial Services Act has levered up the standards of salesmen. But the company has recognised the depth of the problem confronting them in public awareness, and simply carried on applying the industry's old adage: "Life assurance is not bought. It has to be sold."

At the regional level, there is much more. Already this season it has been the subject of two hour long programmes on Yorkshire television.

Television and photographs

Life Assurance, Pensions, Savings Plans and Unit trusts.

SCOTTISH WIDOWS

Watch this space: Sheffield Wednesday seeks another shirt-front

Spots before your eyes

Sponsors of football shirts can gain from televised matches. Jane Fuller reports on other advantages

Last week Sheffield Wednesday Football Club took out an advertisement in a newspaper that does not have a sports page. Instead of trying to reach the fans, it was using the Financial Times to appeal for a "big name shirt sponsor" - the big name being corporate rather than sportive.

It has had a sponsor before: Finlux, a Finnish television company. But now that it is back in the first division and holder of the Rumbelows League Cup, it wants to tap a richer vein of financial support.

Even last season, before the Premier League was formally mooted by the Football Association, first division clubs gained more than £5m from shirt sponsorship. The average of £233,000 per club was well over three times the second division equivalent of £75,500.

Shirt sponsorship involves selling an advertising space of up to 200 sq cm on the front of the team's shirts. The package may also include the use of hospitality rooms, tickets and advertising around the pitch and in the match programmes.

An important lure for the sponsors' clubs is that the company's name will appear on television and in newspaper and magazine photographs.

Graham Mackrell, club secretary at Sheffield Wednesday, which has been involved in gaining football sponsors, says that a 30-second advertising slot on the ITV network at a good viewing time, would cost roughly £150,000. "It is not unusual for the production of a commercial to cost £250,000."

When Mackrell was at Luton Football Club, Luton's sponsor, General Motors, was sent videos of appearances on television and press cuttings every week. "If anyone did an interview without wearing something with Vauxhall's griffin emblem on there would be a phone call from Detroit."

Sheffield Wednesday reckons it should feature in at least one live televised game per season and some of its goals will also be included during half-time of other nationally broadcast matches.

At the regional level, there is much more. Already this season it has been the subject of two hour long programmes on Yorkshire television.

Television and photographs

to July 31. The club will receive another fillip next year when its new contract with Umbro, the Manchester-based kit manufacturer, takes effect. But this is a different type of shirt-related sponsorship. Whereas Sharp, the Japanese electronics company, sponsors the club and takes up the photo opportunity on players' chests, Umbro has bought the rights to make replica kit and use the club badge on other products.

Martin Prothero, promotions director of Umbro, says it spends £10m a year - about 20 per cent of its European marketing budget - on buying these rights from leading European teams, including some national sides. The top amount going to any one of them is £1m.

At second division Brighton and Hove Albion, on the other hand, the club handles its own replica kit sales, using a Surrey manufacturer called Riberio. The new "jazzy" blue-stripe shirt has proved a commercial success. Terry Gill, marketing manager, says the outfit has been compared with a "Tesco shopping bag and a deck chair". Yet in spite of the stir caused by the strip, the biggest single commercial income source is the club's sponsor, the TSB bank.

The pressure on clubs to build up revenue from sources other than traditional gate receipts has been intensified by the Taylor Report on the disaster at Hillsborough. Sheffield Wednesday's ground, although the 96 deaths happened at an FA Cup semi-final, implementation by 1990 of requirements for all-seater stadiums will cost the 92 English Football League clubs an estimated £360m.

Last season, shirt sponsorship (excluding replica rights) raised £8.5m, but the poor relations in the fourth division were only averaging £24,000 each. However, only a dozen clubs - spread over all four divisions - were without such sponsorship.

Darren Venn, the Football League's marketing manager, says clubs are having to adopt a more professional approach to their marketing efforts. Instead of just employing former professional footballers, they are now taking on marketing people from other industries.

BUSINESS LAW

Enforcing anti-trust law in central Europe

By Michael Reynolds

Three months ago, on June 25, in Prague an event of historic importance took place which would have seemed unbelievable barely two years ago. The heads of the newly-constituted anti-trust authorities of Poland, Hungary and Czechoslovakia met for the first time.

The meeting took place in the context of the International Bar Association's East European Forum Conference. Before an international audience of lawyers, including many from central and eastern European countries, the heads of the new competition watchdogs explained the competition laws which had been enacted in their countries and the problems they foresaw in trying to enforce them.

An effective competition policy and an agency with the teeth to enforce it are indispensable components of the transition to a free-market economy. As in western Europe, there is no point removing powerful state monopolies with the ability to dominate the market only to find that they are replaced by private concerns which retain great market power which they may abuse by, for example, charging excessive prices.

Experience in the UK has shown how important it is to ensure that newly-privatised undertakings are subjected to supervision and regulation.

In addition, it is important to ensure, through merger control, that the privatisation process does not lead to a situation where a particular market continues to be dominated by one or two significant players.

In the period between the fall of the Berlin Wall and the re-unification of Germany there appeared to be a merger control vacuum in East Germany with the result that one or two West German concerns were able to acquire dominant market positions in the east.

Deals such as the acquisition of GDR State Insurance by west Germany's Allianz insurance and the takeover of the east German gas network by Ruhrgas eventually set alarm bells ringing in Brussels. Sir Leon Brittan, the competition commissioner, felt forced to intervene to try to prevent the creation of new monopoly positions in east Germany which

might prejudice the interests of German consumers and competitors from other EC states.

In central and eastern Europe one of the difficulties in applying competition law will be that the rules are being brought into force and operated in countries which have never known such disciplines.

Anti-trust laws had no role to play in command economies where where the whole market was a cartel and where control of the economy by large monopolies and price fixing through centralised planning were endemic.

Even now, newly-privatised enterprises will continue to operate in the context of a heavily-concentrated distribution system. It will take a long time to shake off bad habits acquired over some 40 years in a system where markets were shared with impunity, complete sectors were dominated by a single monopoly and enterprises traded on agreed

prices fixed by government.

The task facing the new regulators in Poland, Hungary and Czechoslovakia is daunting. In Prague, they made clear their determination to apply the new competition laws to ensure that newly-privatised companies obey the rules of free competition and that merger control provisions are applied to achieve deconcentration where possible. What resources and powers have been put at their disposal?

Hungary's Office for Economic Competition is headed by Ferenc Vissi and administers the Act on Prohibition of Unfair Market Practices passed by the Hungarian Parliament on September 20 1990.

Agreements which restrict competition are prohibited whether they are concluded in Hungary or not. Exemptions are possible, but will be more difficult when the parties have a joint market share which exceeds 30 per cent. Activities which result in the abuse of "economic superiority" - defined as a 30 per cent market share - are prohibited.

Notification has to be made in the case of mergers where the joint market share of the merging parties exceeds 30 per cent or joint turnover exceeds 10bn forints. The Office for Economic Competition can impose fines for infringement of the Act's provisions.

Poland's Anti-Monopoly Office was established in April 1990 with Anna Formażyk as its president. The office has a staff of 20 lawyers and economists and, unusually, has regional offices in important Polish cities outside Warsaw. Most cartel authorities in Europe are heavily centralised.

Poland's Anti-Monopoly Law, adopted on February 24 1990, prohibits monopolistic practices and abuse of dominant market positions. Merger control provisions give power to the Office to intervene when mergers create or strengthen a dominant market position.

Sanctions under the Polish law are more stringent than

under the laws of Hungary or Czechoslovakia - indeed, they are more stringent than competition laws in western Europe. Managers of defaulting companies can be fined personally, something which is not possible even under the draconian EC competition provisions. Fines on companies can be up to 15 per cent of turnover, compared with a maximum of 10 per cent under EC rules. There is also power to divide and liquidate companies which permanently limit competition.

In Czechoslovakia there is a Federal Office for Competition based in Bratislava and headed by Imrich Plassik. A Slovak Anti-Monopoly Office also based in Bratislava and a Czech counterpart based in Brno; three cartel offices where two years ago there was none.

The Federal Office has jurisdiction where the entrepreneurs concerned account for more than 40 per cent of the relevant market in Czechoslovakia as a whole. It is not surprising that jurisdictional problems between the various offices are already emerging.

The Act on Protection of Economic Competition adopted on January 30 1991 and administered by the Federal Office is similar to the Polish and Hungarian laws. Cartel agreements are banned as impermissible and are nullified. Dominant positions arise at 30 per cent of market share and it is provided that such positions should not be misused. Merger control provisions are triggered when the merging undertakings control more than 30 per cent of the market.

The fundamental question is: how effective will enforcement of these laws be? Many countries have competition laws on the statute book which are often quietly ignored or enforced half-heartedly.

Anti-trust regulators are rarely popular even in countries with a long tradition of competition law enforcement. Industrialists often regard their activities with hostility and they are involved in frequent battles with other government departments responsible for encouraging industrial development.

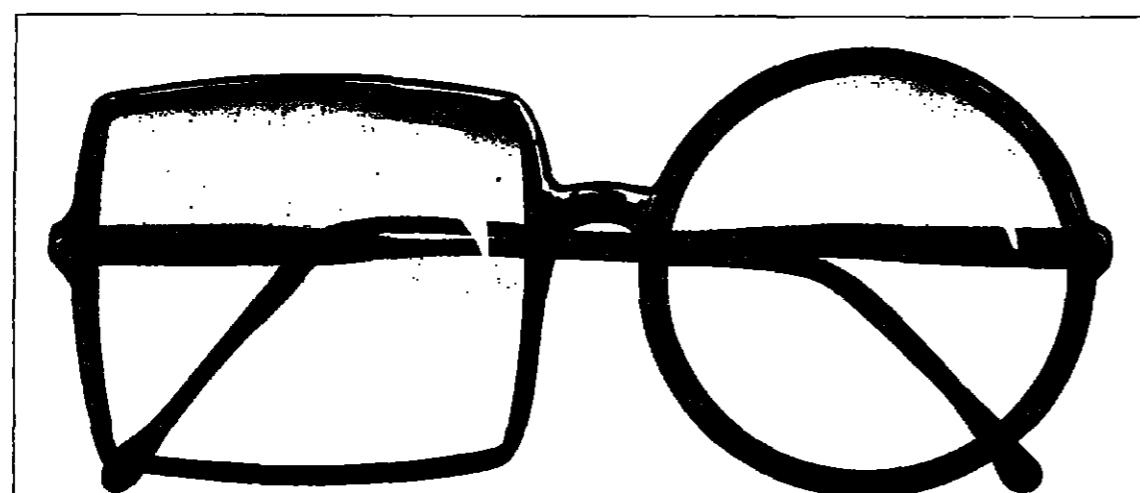
Political pressure on and interference with the three new agency heads and their offices is likely to be intense in the early days of their countries' growth with the new rigours of the market economy.

In Prague they stated their intention to stand up to these pressures. At the beginning, at least, enforcement will depend entirely on them. Although the new laws make provision for enforcement of the competition rules through the courts, it is questionable how many private anti-trust actions there will be in the absence of specialist anti-trust lawyers and judges.

An excellent start has been made. The laws themselves are coherent and harmonise remarkably with each other. This is because they have all been based on the model of the EC competition rules - no doubt with an eye to possible accession to the Community one day.

The agencies should be allowed to succeed in the task of properly enforcing these laws is vital for the success of the transition to a full market.

The author is a partner of the UK-based international law firm Allen & Overy.



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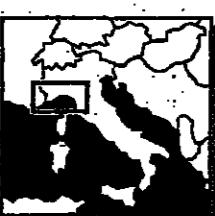
FINANCIAL TIMES SURVEY

LIGURIA

Thursday September 26 1991

INDUSTRY: Steel-making in Genoa will have ceased within two years....Page 3

TOURISM: San Remo, once the "pearl" of the Riviera, has long lost its lustre.....Page 4



Liguria and the city of Genoa have failed to tackle the problems of the past decade which have hit the region's heavy industries. But now they are awakening to the need for change and are pinning much of their hopes on attracting high-tech industries. Dominick Coyle reports

Awakening to the challenge

THE PORT city of Genoa is not quite Liguria, but it dominates the region. Then again, Liguria is not quite Italy, although the region nestles there in the country's north-west, forming an arc between the French border and the coast of Tuscany and surrounded by the powerful regions of Piedmont, Lombardy and Emilia-Romagna.

To the south lies the Ligurian Sea, and in many ways that is the key to Liguria and to an understanding of its people. Genoa and the sea have been inseparable for centuries, and the sea has been the source of its great wealth.

Founded by the ancient Ligurians in the Fifth Century BC, it was the Romans who first saw its potential as a natural trading port. Genoa has lived on it ever since, often glorious, always profitable and sometimes - and now is one of those occasions - with some doubt about its future.

Its people have traditionally been merchants, not entrepreneurs - a distinction which most foreign businessmen quickly observe and one which some locals acknowledge, although it is now waning somewhat - and the challenges facing Genoa today call very much for real enterprise.

Genoa has for long depended on port-related activities, including heavy industry (notably steel), shipbuilding and port handling facilities, all sectors which are now in difficulties. Genoa and Liguria overall must now seek a new way forward, and this the region is doing, albeit slowly and with some uncertainty, but also with some imagination.

Liguria, but again very much Genoa in particular, is not without support from its history: an autonomous military and trading city state early in the Middle Ages, Genoa in the Tenth Century was the dominant naval force in the whole of the Mediterranean, and in time was to open up new flows of trade between Europe and the East, including the "silk route" to China.

Its resultant great wealth made the Genoese the first bankers in Europe, enabling its powerful city families to finance the military adventures of many European sovereigns of the day. In the 16th Century, the astute Genoese financier, Giovanni Spinola, almost single-handedly financed the Spanish emperor in many of his costly wars, using some of his high interest



Genoa and Liguria overall must now seek a new way forward, and this the region is doing, albeit slowly and with uncertainty

charges to build what is today the imposing palazzo of the Banca d'America e d'Italia on Genoa's historic and architecturally impressive Via Garibaldi, named after one of Genoa's favourite sons.

An even more favourite son of Genoa gets pride of place next year with a massive exhibition to mark Christopher Columbus and the 500th anniversary of the discovery of America. Spain has stolen a march with its long-planned 1992 Seville Expo which also has a Columbus focus; after all, it was Spain that provided the money for his great western voyage into the unknown.

It is typical of the people of Genoa that they put the blame for Spain upstaging them in these celebrations squarely at the feet of the central government in Rome which, they

claim, took too long to come up with the cash, or even to a sufficiently early commitment in principle to get the Columbus exhibition show on the detailed planning road. It should be said, however, that the introverted and somewhat isolationist Genoese have little or no time for the central government at the best of times. They feel - and indeed geographically are - far removed from "remote" Rome. They will willingly accept substantial handouts from the centre, but will concede no right to interference or instruction from the politicians in Rome. Being Italy, there is interference anyway, but it is less visible than in other Italian regions.

That is part of the attitude, perhaps even the collective psychology, of most Ligurians, and it is probably a leftover from their own glorious and independent past. But the commitment from Rome has now arrived, if not all of the money, and the authorities in Genoa are preparing for the great 1992 Columbus event, even if the visitor doesn't detect a great degree of real urgency or much obvious enthusiasm on the part of most Ligurians. It will probably all come right on the day.

Meanwhile, Genoa's conventional shipping business and, more importantly, ship-building, is in decline. The old port is now obsolete, as are its original functions, and a new port is being created, with the main emphasis on container handling, ferry activities and improved handling of a still active oil and petrochemicals sector.

The new grand plan for Genoa, where city will meet water almost without interruption, is overdue, and it is fortunate that Expo 1992 has created a deadline, and provided much of the money. The old port industry is on its way out, conventional port traffic in continuing decline, and Genoa has already missed the boat in terms of the container revolution to its southern neighbour, the port of La Spezia which, while part of Liguria, borders on coastal Tuscany and increasingly seems to think and plan in that direction.

The oil and associated petrochemicals industries located in and around Genoa still survive, and they did surprisingly well last year, but environmental considerations are gaining ground. In today's rather rich Liguria, compared with Italy as a whole, the creation of new

jobs often seems to take second place to the quality of living, and of life.

The traditional "black economy" appears to ease the burden on those out of work. And many of them are, in any event, supported by small businesses run by their wives. Some 30 per cent of businesses registered with the Genoa chamber of commerce are run by women.

Until its decline, Genoa's steel industry not only provided the largest number of jobs in the city, but it also gave the Communist Party its great strength throughout Liguria - and guaranteed the party a highly influential role in the administration of both Genoa and of the region overall.

The party retains that authority today, exercised largely in an informal alliance with the Christian Democrats, although a combination of local, national and international events (not least recent happenings in the old Soviet Union) may well erode its power in time.

Nonetheless, it seems something of an anomaly that a city with more than a fair share of millionaires (and not in Italian lire terms) can co-exist so apparently comfortably with the Communists, even if the party has now changed its name.

Much of the "old" money in Genoa is still invested outside Italy, mainly in Switzerland, but some in property in Britain and southern France. The declining number of industrial workers still sign on as "registered" or nominal Communists, but they go home at night to mostly comfortable environments.

Genoa continues to have the highest percentage of home owner-occupiers in the whole of Italy or, by another measure, the second highest. In a quality-of-life measurement, by the Testalia Institute, Genoa does well, sixth in the country, and ahead of Milan, Rome and Turin.

Complacency? Perhaps. There were some disappointments in overall economic performance last year, and not just in the Ligurian heart of Genoa, but also in the three other provinces of Imperia, La Spezia and Savona. But it was mainly due to the poor perfor-

IN THIS SURVEY

■ **Genoa**, core of the region, has a famous past and a somewhat uncertain future Page 2

■ **Shipbuilding**: Fewer ships are being built and there is intense foreign competition Page 3

■ **Tourism** is experiencing tough times despite the region's fine scenery and good climate Page 4

■ **Renzo Piano**, distinguished native architect, is master-minding the Columbus site Page 4

mance of state sector industries, and regional GDP grew by some 2 per cent; almost in line with the national average. The small industries sector held up well, but there were setbacks in the agricultural field, mostly because the wrong weather at the wrong time hit the important flower-growing sector.

There were also fewer tourists last year, continuing a trend in recent years. All signs point to the current year not being much better.

The Gulf war, as elsewhere, has not helped and a big oil spill from a tanker off the Genoa coast earlier this year did not help either, although in the event the surface damage was less than initially expected.

By the average of Italian standards, Liguria's 1.7m people (well over half of them in Genoa) live a good life, and most of them know it. But until recently, they have ignored the growing problems of the 80s which have hit the region's heavy industries particularly hard.

They are now awakening to the challenge and to the need for change, pinning much of their hopes on attracting high-tech industries, mainly in the services area.

The new World Trade Centre in Genoa is up and running and free port is in the pipeline, but even the optimists concede that it will be a slow, gradual process.

In retrospect, most people admit that valuable years have been wasted.

LA SPEZIA

container terminal SPA

Molo Fornelli
19100 La Spezia (Italy)
Phone 39-187-522411

ONE PORT FITS ALL

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LEGHORN

BOLOGNA

GENOVA

MILAN

LA SPEZIA

ONE PORT FITS ALL

La Spezia is rapidly approaching the # 1 spot in the Mediterranean container league table. As the principal load centre port in Italy, La Spezia already serves the largest market in the Mediterranean and, increasingly, its neighbors to the north, east and west. La Spezia Container Terminal and its direct intermodal links by rail and road - served by its sister company Intermodale Italia - offers the optimum in "door to door" service.

LIGURIA 2

Spending schedule for urban renewal

A WHOLE range of expensive projects is under way as part of the rejuvenation and development of Genoa. Some of these ambitious schemes are completed, others are due to be finished before the opening next year of the Christopher Columbus exhibition. Not surprisingly, the region's construction industry is booming.

Big projects include restoration and renovation of the old port and old city, with Italian government funding of at least \$850m. The projects are being administered by various government agencies.

The new Carlo Felice opera house, with a seating capacity of 2,000, is completed at a cost of \$125m and ready for opening next month.

Refurbishing the Ducal Palace, the government house of the 16th Century, in a co-operative enterprise between the local authority and the private sector, is estimated to cost \$50m – and probably very much more before the work is completed.

The San Benigno office complex, a private development, is costing more than \$400m.

The World Trade Centre tower and the Italpianti building are already completed and work continues on the new Shipping Tower.

The Corte Lambruschini complex, including offices, a theatre and an hotel has been completed at a total cost to the private sector developers of some \$210m.

The Genoa International conference centre budget is \$40m.

The new port of Voltri, at a cost of \$350m and rising, will have specialist high-tech handling capacity for container traffic.

Dominick Coyle examines developments in the port complex and historic city of Genoa, core of the Liguria region

GENOA is investing heavily in modernising its port facilities, and building new ones. The total spend, as with most Italian projects, will certainly escalate before final completion, but the present estimate is for some \$400m.

The project involves both Italian and foreign companies, and the new role of the port in the Genoese economy is to be that of a modern service centre, including shipping (with a big emphasis on container traffic), brokerage, technical and commercial assistance, port engineering and the already completed World Trade Centre.

On the existing port business in Genoa: some 6,500 ships dock annually and last year handled almost 44m tons of cargo, albeit a very large proportion (more than 50 per cent) of oil and related products.

Some 500,000 lorries and 65,000 rail freight cars moved through the port, as did almost 2m passengers. There are roughly 40,000 port-related jobs: 180 companies of ship owners; 230 ship brokers and 140 maritime agents and 3,000 trucking companies. It's very big business indeed for Genoa, but it has been declining over the past decade and more.

GENOA, the core of Liguria, has a famous past but a somewhat uncertain future. The port city saw the start of the industrial revolution in Italy, albeit almost a century after Britain's, and British commercial contact and direct investment assisted early industrial development of the region.

Trade then at least was still following the flag. Britain's first consulate in Europe was in Genoa, although others make a similar claim for Florence. The present British consul in the city, Mr Michael Wicks, is sticking to his guns.

Curiously, the situation was much less confrontational than Genoa was the first part of Italy to go down the industrial road: the region produced the first motor car, the first military field tank and the first aeroplane. The Rinaldo Piaggio company is still very much in the business of making highly successful aircraft.

But being first did bring its own problems. The rich early rewards for Genoa and indeed in other parts of Liguria, produced in time a complacency when, ultimately, change was desirable and then became essential.

The early 1980s saw the decline of Genoa's heavy industries, particularly in the steel sector, and with high costs and the absence of technological change undermining the traditional strength of Genoa's port.

In 1980, Genoa handled more than 51m tons of cargo, including oil. Non-oil traffic has changed little since then, although there has been a 20 per cent growth in container traffic. Liguria's second-largest port, La Spezia, has also seen a sharp decline in its total traffic. But it has had a spectacular rise in container handling, thanks largely to its modern facilities and a harmonious industrial relations history which puts Genoa and its workforce in the shade.

Genoa has got the message. At last. A new, larger container port is being built at Voltri, some six miles from the centre of the city as part of the long-conceived (1984) Port of Genoa Development Project.

The renewal of the old port, which dates from the 12th Century and is adjacent to the city centre, is being planned around four main features – a vast complex for next year's exhibition, "Christopher Columbus: Ships and the Sea"; a tourist com-

plex, giving back to the people of Genoa direct access to the harbour and with a range of leisure, sport and shopping facilities; a new terminal for cruise ships; and a new ferry terminal.

The ferry terminal, planned to be completed next year, will have a capacity to handle some 3,500 vehicles awaiting embarkation. It will feature direct on-terminal links with the national motorway system, thus bypassing the congested city traffic. The entrance will have an automated check-in system, embarkation cards being issued at the various gates to 12 berths.

The cruise terminal, scheduled for final completion in the mid-1990s, will be built within the facade of one of Europe's most famous maritime stations (Ponte del Mille). Its vast and grand rooms with their high ceilings are being preserved and incorporated into the new terminal's design.

Meanwhile, cargo traffic is to be

centred on the new port at Voltri, scheduled for completion next year in time for the start of the Columbus Expo. Voltri is to be state-of-the-art, with specialist sections for particular cargo, a high emphasis on automated handling and nearly automated customs clearance, with the whole complex linked to the national road and rail network.

The port management, on present plans, will mostly be in the hands of private companies, a structure which, it is hoped, will result in more efficient control and, importantly, a better industrial relations pattern than in the old port. Massive investment will come to nothing if Voltri cannot operate efficiently and competitively.

Planning for and overseeing all this change is the Port Authority of Genoa, a public body with a legal and autonomous status broadly similar to the port authorities in London and New York. The 1984 grand design assigned to the Port of Genoa

a new structure at three levels: institutional, strategic and operational. The Port Authority sets overall policy, including development strategy is handled by Porto di Genova, while at the operational level there is a range of mainly private companies, but also with the participation of representatives of the three main "companions" of port workers. They represent workers in containers, general freight and cruise ships; the bulk sector, including coal, minerals and scrap; and the ship repair sector. One thing seems certain: in the new scheme of things, there will be fewer port workers.

The experimental phase of the first part of the port user information system is complete, to manage the processing of operational and administrative documentation, including cargo manifest, container handling information (loading, unloading, gate in and gate out, orders, booking and invoicing).

And Genoa will be the only port in Italy with its own teleport network: a ground-based system will link the city via satellite to data, voice, image and text transmission systems serving the principal shipping centres of the world.

A computerised service, Portnet, already provides customers with data and other information on port operations and traffic. In shipping, time is money: Genoa is hoping that its massive investment in port facilities and technology will bring back the business.

port in the region – are interconnected in a sophisticated fibre optics system. Sistemi & Telematici, the company handling the port's communications, is already planning to update the network for users, including the shipping companies, agents, freight-forwarders and road haulage operators.

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The people of Genoa will probably be arguing about its exterior design – stark and totally incompatible with the old city – 50 years from now, but inside it is a modern, functional and artistic wonder.

Appropriately, the new house will open with *Il Trovatore*, since Giuseppe Verdi, while not a son of Genoa, was a great admirer of the port city.

Genoa's determination to restore the Carlo Felice and to remember Christopher Columbus, shows that the city can focus on the big issues – eventually it may even accomplish it in urban and industrial renewal. A start has been made at last.

Dominick Coyle

Ayer

Drastic solution is needed

neither employers nor the by-then powerful trade unions could see – or wanted to see – the writing on the wall.

Managements in the state sector companies were frozen, awaiting political directives from on high in faraway Rome. Confrontation was the order of the day, most employers stood aloof, and the trade unions stood their ground.

Curiously, the situation was much less confrontational than Genoa was the first part of Italy to go down the industrial road: the region produced the first motor car, the first military field tank and the first aeroplane. The Rinaldo Piaggio company is still very much in the business of making highly successful aircraft.

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tional heavy industries can not be helping the Communist cause, and Liguria also has a steadily ageing population and a very low birth rate.

The cosy management-union relationship was fine in a rising market and with little competition from low-cost producers and suppliers elsewhere in the world. But the unions, supported by the local Communist party, continued to demand, and to get, rates of pay which made the cost of the end product – whether in steel, shipbuilding or the handling of port traffic – such that the business went elsewhere.

Many employers acquiesced in the private bargaining and perceived mutual self-interest in order to buy industrial peace and in the hope of subsidy handouts from the Rome government.

This tidy, and until lately widespread, Italian arrangement was rudely interrupted by the European Commission in Brussels with its directives limiting the freedom of EC member governments as to what payments they may make to prop up ailing industries or to support new ones. Genoa, for one, has felt the squeeze, most particularly in the key

steel sector but also indirectly in port activity and in shipbuilding.

The response in Genoa, which represents well over half of virtually everything in Liguria, from population and the available labour force to electricity consumption and the handling of external trade, has been an interminable debate and, until quite recently, little

City and regional politicians, the big state sector companies, private industrialists and the trade unions argued long and apparently inflexibly as the area's industrial base declined even further.

Everyone was agreed that something drastic needed to be done although no one could or would agree on what.

The key port workers, in an uncanny parallel with an earlier era by dockers in London which ultimately killed its port, continued to press for higher pay while rejecting new working arrangements, particularly for handling container traffic. They finally reached an agreement of sorts on container traffic earlier this month, but it may be academic, at least for a while, since most of the container

business has already moved south to the more accommodating and less expensive port of La Spezia, which now has more business than it can handle.

The smaller port at Sestri Ponente could handle more business, but theoretical co-operation between Liguria's four provinces stops short of such transfers.

Now, suddenly, the overall mood has changed, but in Genoa no one quite knows why. The best guess, and it is supported by Prof Giovanni Persico, president of the regional parliament for Liguria, is that long-overdue recognition that the crisis facing Genoa could be terminal if something drastic is not done.

Confrontation has turned into co-operation between representatives of state industries and the private sector, within the chambers of commerce (chambers throughout Italy are relatively well-financed public bodies) and even, to a degree, among the political parties.

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LIGURIA 3

SHIPBUILDING

Military cutbacks curb orders

PINCANTIERI, part of the giant state-controlled industrial investment holding company, Istituto per la Ricostruzione Industriale (IRI), builds ships in Italy, but nowadays not too many of them.

Last year it lost an estimated \$215m in the process and it would like to get out of the business, just as another IRI company, ILVA, also very sizeable loss-maker, wants to quit steel-making in Genoa.

Traditionally, Genoa has been the city of shipbuilding and ship repair yards, but no more in any great volume. This is in part because fewer ships are being built, but also owing to intense competition from lower-cost yards in other countries.

The situation has not been helped by the EC Commission in Brussels which (as part of a much wider investigation) is currently looking at the big state subsidies enjoyed by Italian yards, both state-owned and private.

But the biggest immediate squeeze is on the demand side, and this has been aggravated in very great measure by cutbacks in the so-called "military" area, namely vessels for the Italian navy, principally warships.

Military procurement has for long been the sheet anchor of

the Italian (and Genoese) ship building industry, and the orders have now just about dried up as part of a general curtailment of military expenditure against the background of what one trade union spokesman in Genoa described dejectedly as "peace breaking out all over the world".

Some shipyards have tried to switch operations to associated areas, including oil rigs, but the competition in that area is also intense.

Others have retooled to aim at the leisure side of the industry, including yachts and pleasure craft, but this end of the business has long had specialist and quite profitable providers in Italy, including a number of small yards throughout Liguria, and few of the commercial and military shipbuilders have made the switch successfully; fewer still have made it profitably.

Some large orders have been coming through for cruise ships, but the emphasis is on size, and the Genoese yards just have not got the capacity.

Costa Crociere, among the top six in the world cruise market and run by a family very much a part of Genoa, has had to go to Fincantieri's Marghera yard in Trieste for its new 50,000-ton vessel, the Costa Classica, which is to be aimed

at the profitable Caribbean cruise market. A second Costa order has also gone to the Marghera yard, although the company has placed some smaller orders with the Genoese shipbuilders, Marotti.

The ship repair side has been more encouraging, although here again there has been a sharp cutback in business from the Italian navy and intense competition from yards in other countries.

But Genoa still has one of the largest and best-equipped ship repair centres in the whole of the Mediterranean, operating out of three yards at Gadda, Giano and Levante covering a total area of some 425,000 sq m.

There has been a heavy investment programme in the yards in recent years to improve logistics and technology.

The area has six dry docks with improved lifting equipment, and employs some 3,000 workers in a wide range of specialties.

The workshops can operate on a 24-hour shift basis "and are ready to go into action at any time, thus avoiding delays for waiting ships."

Riparazione Navali Porto di Genova SpA acts as main contractor, co-ordinating work on



Traditionally, Genoa has been the city of shipbuilding and ship repair yards

Dominick Coyle reports on the end of steel production in Genoa

High-tech challenge looms

THE STEEL industry and the port city of Genoa have been inter-dependent partners for the past four decades, but divorce is imminent.

The industry has been the area's biggest single employer for more than 30 years, but no more. What's left of the steel industry in Genoa will have gone entirely within the next couple of years as part of the curiously - or encouragingly - named "Project Utopia".

For the city it will be very much an end of an era: "Utopia" is the plan to oversee the final dismantling of all steel production in Genoa and, hopefully, its replacement with a range of high-tech industries. It is quite a challenge.

Steel came to Genoa as part of Italy's grand industrial design after the Second World War. The De Gasperi government of the day decided that post-war Italy needed to be self-contained in steel production in order to power the country's industrial reconstruction and development.

The unions were, however,

free to organise the workforce in the steel industry itself, a unique arrangement which inevitably led to industrial conflict.

The port and the steel industry have rarely been short of disputes ever since, but more especially in recent years with the decline of steel production and of traffic through the port.

This decline, and not just the drop in national and worldwide demand for steel.

Under pressure from the trade unions for ever higher wages, and also a fair measure of restrictive practices, Genoa became a very high-cost producer of steel in the face of new low-cost operations in other parts of the world. Production processes failed to keep up with technological

change and the conversion to specialist steel fabrication was too long delayed. This was not, incidentally, because of incompetent management, but due to the usual processes of delay by IRI's ultimate paymaster, the central government in Rome, to approve change and authorise necessary investment.

Environmental issues, too, began to surface; jobs were the priority of the 1950s, but belching smoke and industrial pollution became the concerns of the late 1970s.

Genoa production was by then already at a competitive

disadvantage with low-cost producers elsewhere, and the high investment required to make the Genoese plant more environmentally friendly, including the fitting of massive industrial filters, was seen to virtually put the steel business out of business - certainly in terms of price.

Politics, as ever in Italy, also played a key part. Pressures to open up the depressed southern part of the country, encouraged by regional political influences, brought a government decision to establish a second big steel production centre in Italy. This was at Taranto, on the instep of the Italian boot more than 1,000 miles from Genoa and more than half that from Rome itself.

Taranto was and remains almost as far south as you can get without falling into the sea.

The arguments favouring

Taranto were entirely political, and the decision was made in the face of strong and compelling industrial counter-arguments advanced by the management in Genoa. But all to no avail.

Not for the first time, and certainly not the last, the IRI group was used by the politicians in Rome as an agency of

trial tradition was never a suitable home for steel in the first place.

Better, it is said, to get back to roots, back to what Genoa has always done best - trading. Technology-based industries may not quite be trading, but are closer to the culture of the city than steel production.

It is although the steel industry was imposed on Genoa against its will, and its time has gone. Trade unions apart, no one seems overly concerned, and the environment lobby is certainly happy.

and Chinese governments on the establishment of free port zones) and is intended to make up for the jobs lost in steel.

Its shareholding comes in the local Chamber of Commerce, the Genoa Port Authority and FILSE, the financial agency of the regional government of Liguria. It is shortly to get a new and powerful additional shareholder in the shape of Liguria's largest banking group, the Cassa di Risparmio di Genova e Imperia.

Outside of Liguria, the loss of the steel industry is seen as a regional disaster. In Genoa itself, few seem to be greatly concerned, perhaps accepting the inevitable, but also arguing that a city without an industry

What is Genoa to get for losing its last toe-hold in steel after almost 40 years?

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Many of Italy's rich and famous have villas in Portofino

SANDWICHED between the sea to the south, the mountain ranges leading to the Apennines in the east and the Alps to the west, Liguria forms a narrow arc around the Gulf of Genoa, creating one of Italy's tourist magnets.

Farther north than 20 miles west, Liguria includes over its 155 miles in length many of Italy's most famous seaside attractions and resorts.

Genoa, at the tip of the arc, divides the "Riviera di Ponente" to the west from the "Riviera di Levante" to the east. Both are equally famous, although the eastern sector has the more up-market image now, largely thanks to the VIP status of Portofino, the pictureque little port which hosts the villas of many of Italy's rich and famous.

Tourism accounts for some £4,000bn in annual turnover, making it one of the region's leading money-spinners alongside commerce and industry, says Mr Carlo Arcolao, director of Liguria's tourism development office.

The mix of tourism is heavily weighted towards Italians, who accounted for 77 per

cent of all hotel bookings last year. That figure excludes those who maintain second homes in Liguria. These vary from huge villas in the hills above Portofino owned by the Agnelli, Pirelli and the like, to the scrubby concrete bee-hives along the coast hurriedly built in the early 1960s to tap a newly-rich market.

Despite its good climate and fine scenery, Liguria's tourism is experiencing tough times, with the number of visitors in summer declining steadily. According to figures for San Remo, one of the main resorts in the region, the number of Italian visitors in July was down by 9.25 per cent while that of foreigners decreased by 7 per cent.

Mr Arcolao says the fall in summer tourism, especially among foreigners, has been compensated by an increase in

wintertime visits by Italians. However, the net effect is still a reduction.

The problems in the tourism industry have both general and specific causes. Summer tourism has been losing ground for some years as Italians have opted for other parts of the coastline or foreign destinations. The slight economic downturn in the past 18 months has also made visitors more cost-conscious in the Italian Riviera.

This year has also brought specific problems. The collision in April between a Sardinian ferry and a tanker was followed within days by the fire on the supertanker "Haven" which sank in the Ligurian sea with thousands of gallons of crude oil on board.

Pollution was limited, but the bad publicity, coming just as many families were plan-

ning their summer breaks, stuck. More recently, there was panic in some areas following the surprise sighting of a shark off the coast.

Special circumstances also partly explain the fall in the number of foreigners. Traditionally the most numerous of Liguria's foreign visitors, the Germans have this year been much less evident owing to new opportunities at home and greater cost-consciousness.

Although Liguria's resorts are now known primarily as summer destinations, their touristic origins are almost invariably winter-based. A

mild winter climate and plenty of sun were certainly among the reasons which led to the development of resorts such as Santa Margherita on the Riviera di Levante or Rapallo, slightly inland.

Further along the coast are

urban sprawl, as do Bordighera and Ventimiglia further west.

The fact that all three have strong similarities with the old quarter of Menton, the first town on the French side of the border, reflects the western Riviera's often common roots with its French neighbour, the Côte d'Azur.

However, haphazard development in Italy over the past 20 years means the French Riviera, stretching from Menton via Monte Carlo to Cannes and beyond, is often the more appealing destination.

Such proximity poses a problem for Liguria. For while local authorities and regional administrators strive to keep up standards and offer new services, they are painfully aware that France is just a hop away.

For increasing numbers of Italians, the Côte d'Azur offers not only much better infrastructure and civic amenities, but also the appeal of being "foreign". The fact that French hotels, restaurants and services, even on the Riviera, are often better than their Ligurian counterparts has just added to the pressure.

■ PROFILE: Renzo Piano

A favourite son

IN GENOA they say it is easier to get an audience with the Pope in Rome than with the now very distinguished native architect Renzo Piano.

The fact that he lives in Paris may not help, but then again Piano is just as likely to be in Amsterdam or Osaka in Japan. The jet-setting image is understandable, the reality is somewhat different.

Piano, 54, is master-minding part of the exhibition in Genoa to mark the 500th anniversary of the discovery of the Americas by another of Genoa's famous sons, Christopher Columbus. He is doing it with style and grace; he is immensely proud of his native city.

He is also using the Columbus Expo to start a process of urban renewal in Genoa and, in particular, to bring city and sea back together, to open up the waterfront to the people.

He has about \$600m of public funds for the project, much of it extracted from the Italian government after a series of meetings with Giulio Andreotti in his capacity as foreign minister and then as prime minister. Piano moves in elevated

circles but, he stresses, only to get things done; to get projects off the ground.

The son of a successful Genoa building contractor, young Renzo initially disappointed his father by opting for architecture rather than entering the family business.

The disappointment did not last. Having just turned 30 and still quite unknown, Piano won, with Richard Rogers, a competition for the design of the Georges Pompidou cultural centre in Paris. His career immediately took off.

The Pompidou centre was followed by other distinguished assignments, and by many which represented a challenge to Piano. He has designed one-family homes in Milan, the Menil Collection museum in Houston, the Olivetti office block in Naples, the Bercy commercial centre in Paris and the new football stadium in Bari in the south of Italy.

The Columbus Expo project in Genoa is the most pressing project but Piano and his team (up to 100 architects and support staff in Genoa, Paris and Tokyo), are also handling a

Dominick Coyle

new science and technology museum in Amsterdam, the Kansai international airport in Osaka, rehabilitation of the old Fair Quarter in Lyon and of the Fiat Lingotto factories in Turin.

Piano found time to talk with the Financial Times in the new Renzo Piano Workshop outside Genoa where, in association with Unesco (the United Nations Educational, Scientific, and Cultural Organisation), he and his team are studying the potential uses of natural substances, and especially natural fibres, in construction. In part this is a reflection of his own obviously strong commitment that design and construction should work with and be part of its environment, not in conflict with it. He gives the impression of working on 15 hours a day, and expecting little less from his colleagues.

Of the trappings of his obvious commercial success, Renzo Piano shows none, apart perhaps for his small cigars. A modest reward.

Dominick Coyle

ONCE called the "pearl" of the Riviera, San Remo, the main tourist resort between Genoa and the French border, has long lost its lustre.

San Remo's fate is an object lesson in how unbridled capitalism, and possibly corruption, can swiftly ruin even the advantages of a fine location and a kind climate – and in the process create urban chaos.

Uncontrolled growth in the 1960s and 1970s has turned what may once have been a pearl into a jungle. By doubling its population to 60,000 in less than 30 years, a quiet town, discovered by the British aristocracy as a winter watering-hole in the 19th Century, has degenerated into a summer dive.

San Remo in the winter may still have its charms. Mr Antonio Sindoni, the local councillor responsible for tourism, stressed that the winter season is nothing like its summer equivalent.

Summer-time San Remo is to be avoided. Inadequate roads and parking, and ribbon development outside the immediate city centre, have turned the town into a nightmare for motorists and pedestrians alike.

Uncontrolled development during San Remo's boom years has left the town an eyesore.

As many of the 19th Century villas occupied by notables

such as the Nobels and even Kaiser Friedrich III of Germany, fell victim to the bulldozer, their successors, a motley collection of flats, hotels and offices – not only lacked harmony, but appeared scruffy, too.

Mr Sindoni makes no bones about the mistakes of the past. There was "an assault of cement" in the 1960s and 1970s, he recalls. The city "lost control of itself" and developed all the problems of any town "which grows too fast".

The cause was partly political, but probably not all of San Remo's own making. Inadequate zoning laws and lax planning controls allowed speculative developments in much of Italy at the time. Meanwhile the Italians' new wealth created an upsurge in demand for second homes.

San Remo is a town with "the sort of material and economic interests of a much bigger city", he says. Its politicians failed to come up with "an adequate response" to the material challenges they faced.

There is no better focus for such "material" interests than the casino, built decades ago to

through San Remo and is still the primary route along the Ligurian coast. The road, much of it in tunnels, will lie between its clogged predecessor and the Autostrada cutting through the hills to the north.

San Remo's third, and more distant, hope is to remove the coastal railway line which runs parallel to the Via Aurelia along much of the western Riviera. While the occasional train arguably adds character, the railway divides the town from the sea and creates a thin "belt of iron" hindering more of industry than tourism, according to Mr Sindoni.

Shifting the railway will allow the creation of a "green belt" by the sea and reinforce efforts already made to improve San Remo's waterside facilities, he says.

Those will also help the appearance, but hardly transform, San Remo's meagre and grossly-overcrowded beaches, which tend to be sandwiched between existing facilities such as the park and the railway station. Seekers of endless sun should look elsewhere.

However, some efforts are already bearing fruit. Good design and careful planting at the marina have brightened up a previously shabby area. But "the pearl" still has a long way to go.

Halig Simonian

■ PROFILE: San Remo

Flawed pearl



San Remo: uncontrolled development during the boom years has made the town an eyesore

stop Italian money flowing across the border to Menton and Monte Carlo. The casino, along with the annual late-February music festival, are San Remo's two biggest draws, and probably explain why its reputation is so much bigger than it deserves.

Mr Sindoni tries to look on the bright side. New car parks are being built to help reduce the roadside chaos. Traffic should also be relieved once a new by-pass is completed.

The new road will ease congestion on the Via Aurelia, the old Roman route which cuts

through San Remo and is still the primary route along the Ligurian coast. The road, much of it in tunnels, will lie between its clogged predecessor and the Autostrada cutting through the hills to the north.

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Halig Simonian

A holding company projected towards the future.



CAMELI GROUP

The entrepreneurial activity of Cameli Group can be traced back to the beginning of the twenties, during the first post-war period.

Carlo Cameli, progenitor of Cameli family, founded his first company in the city of Genoa. Initially, he devoted himself to the sea freight activity with success, and, with the help of his numerous sons, constituted one of the largest Italian shipping families within a few years.

Once the Company got over the inevitable sea freight crisis caused by the Second World War, Filippo Cameli, now leader of the Group, continued and widened the sea activity in the early fifties. At that time, the large-sized fleet of tankers attained one of the first and most modern of the country.

In the early seventies, the economic background changed as a consequence of a recurrent international crisis that inevitably affected the sea freight activity. The new generation of the family orientated the activity towards oil trading, with gradual disengagement of the Group from the shipping sector.

Under these circumstances, Cameli & Co. was born in 1977. It soon expanded thanks to the contribution of professional and managerial abilities that allowed the achievement of an important position within the new sector of the activity. Due to a successful consolidation, the Group became interested in new initiatives ranging from industrial to financial and real estate sectors.

The configuration of the Group, subdivided by operating areas, can be schematically summarized as follows:

Cameli & Co. is the holding Company on which three sub-holding companies depend:

- Camelli Petrol & Co. Srl (Limited Liability Company).
- Gerolimich S.p.A. (Joint-Stock Company).
- Rodriguez S.p.A. (Joint-Stock Company) together with NAI - Navigazione Alta Italia.

Cameli & Co. was constituted in 1977 with its office in the city of Genoa. It still keeps oil supply strategically within its activity, through the companies it controls.

Camelli Petrol & Co. Srl, with its office in the city of Genoa, manages all Italian petroleum activities of Cameli Group either by itself or through the companies it controls. It mainly deals with crude oil importation as well as its refining, distribution and wholesale marketing.

The refining process takes place either at a refinery in the city of Mantova that belongs to the Group, or at Isab in Mellili a refinery of which Camelli Petrol owns 20%. Hence, the products are distributed all over the national territory, through a network of companies that commercialize industrial and heating products controlled by the Group, and also through a network of points of sale having a convention with the Group as well as with other companies.

By the takeover of Energy S.p.A. (that has commercialized solid fuel for a long time), Camelli Petrol assumed a leadership position in the trade and import of oil-coal and pet-coke. In this sector, also NAI has a logistical participation with a new initiative (the Terminal Rinforze of Genoa Port).

Gerolimich S.p.A., quoted on the Stock Exchange since 1990, is the finance company of the Group. In this way, the Group controls all the industrial activities with prevailing subdivision in the sectors of electronics and shop-automation, nursery gardening, and auto components.

Sweda Electronic Industries design and produce electronic equipment such as cash registers widely used in the world market (in Italy, Sweda Group holds 25% of the market). With Floriamita, Gerolimich manages the biggest and most modern nursery gardening Company of the world, fed by geothermal energy through a complete know-how unique in the sector, that belongs to Floriamita Engineering. The aim of the company is to put said know-how at the disposal of operators of public and private bodies of the market.

In the shipping sector, NAI, through its controlled Petrolnavi Company, has two petrochemical ships of 12,600 TPL modernized according to the best modern technologies; it has boosted the off-shore sector thanks to an increase in the fleet and its use in several safety operations in which it participated in defense of the sea. The drainage of Genoa and Livorno Guls as a consequence of the well-known accidents, is an example of said operations.

According to the interests shown by Cameli Group for the coal market, that has interesting perspectives in a near future considering the realization of a technology of clean utilization, NAI has operatively entered into the management of the Terminal Rinforze of Genoa port (being part of the privatization programme of the Genoese quay), to which all the operations regarding oil-coal and pet-coke will refer.

Here follows the list of Companies belonging to Rodriguez S.p.A.:

Rodriguez Cantieri Navali which is a world leader in the design and building of hydrofoil speed boats and fast means to transport passengers, is carrying out a programme of advanced fast means to transport passengers and automobiles (car/passenger ferries).

SNAV is one of the main world companies in the fast navigation field that operates in the most important national and international routes, such as the Napoli Gulf, minor islands of Sicily, Pontine Island and Denmark. The company

is being expanded to the Greek, Egyptian, Tunisian and Spanish routes. The use of Rodriguez hydrofoil speed boats represent the best promotion for Rodriguez Cantieri Navali Company.

Almar S.r.l. (Limited Liability Company), area of recent activity, aims at the development of traditional navigation for which motor ships for passengers and means are used in international routes between Italy-Spain and Italy-Tunisia.

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ARTS



Christ meets kabuki: Yuichiro Yamaguchi

Jesus Christ Superstar

DOMINION THEATRE

If there is proof of an afterlife, it lies in Keita Asari's magnificent production of this early 1970s musical, in which Christ meets kabuki at a halfway house between Euro-rock and traditional Japanese theatre. The show has been in the repertory of Tokyo's Shiki Theatrical Company since 1978; in two incarnations, of which this stunning kabuki version is the earlier.

Musically, it remains remarkably faithful to Tim Rice and Andrew Lloyd Webber's original, bursting through the ballads and pouring forth the choruses; indulging the sentiment of the score only to provide immediate dramatic contrast with the music of the ensemble singing.

Visually, it is a spine-twitching mixture of hippie exuberance and Eastern asceticism: white-faced figures hurl themselves around the stage as an Afro-haired Judas advances

down a ramp of upturned wagons, forming disarmingly into a go-go dance as Jesus makes his entrance – a head of sleek black hair taller than anyone else's.

Yuichiro Yamaguchi's physical stature is heightened by the stunning lighting to a luminous reserve. While the rest of the company thrash around in puddles of yellow light, Jesus glows glacially white. A moment of irreverence brought the Red Indian chief of *One Flew Over the Cuckoo's Nest* to mind as he weaves into the moneylenders, fights to keep his head above a tide of supplicating hands, or looks on serenely as he is swayed on the shoulders of the mob in time with their hearty "Hosanna".

Of course, the trouble with this approach is that it denies Christ the common humanity that gives depth to the torment of his disciples and betrayers.

Claire Armitstead

Miss Julie

KAMMERSPIEL FRANKFURT

"Sick like its author," was Strindberg's verdict on first seeing *A Doll's House*. A few years later, he answered Ibsen's feminism with *Miss Julie* (1888), portrait of a man-hating Amazon whose independent sexuality breaks loves and lives.

In a midsummer night's frenzy, Miss Julie seduces servant Jean, then kills herself when he repudiates her. Their is a double battle: sex – he is the aristocrat because of his virility – Strindberg insisted – and class: the valet lives on while Miss Julie ("in all of us Aryans there is something of the nobleman") dies for honour.

Class and sex hatred breathes life into the play, but it takes a skilled contemporary director to negotiate pitfalls of snobism and misogyny and let the unconscious motivation, the revelations of inner turmoil, speak for themselves. A century on, while strong productions can still make *A Doll's House* seem revolutionary, *Miss Julie* is a tongue out to crackle.

In Leander Haussmann's major revival of the new Frankfurt season, the play remains a hard, irrelevant kernel at the centre of a whirligig of fancy diversions. An extra cohort of women in white throw midsummer glances at Jean Julie (Martina Schumann), the most moonstruck, seems almost incidentally the one to get him under the table and hump up and down with tablecloth as sheet and broken guitar as pillow. Jean (Matthias Bremer), unbothered by all the attention, is Leporello rather than Don Giovanni, proudly boorish where Strindberg intended wily social climbing, yet easy match for his mistress in cultural razzle-dazzle. When she sings Cherubino, he responds as Papageno; she quotes Hamlet, he answers with Faust.

Elvis fans when Jean removes his jacket to boop; judo-cum-taekwondo in the famous moment when he kisses her shoe, and country and western as Miss Julie finally walks off stage – not, here, to sing, but to sit out the dance.

Strindberg as variety show. *Midsummer Night's Dream* with only the rude mechanicals

and no awakening – if Haussmann wanted cheerful spectacle, why did he choose this play? As an entertainer, he is unable to distinguish wedding from funeral. Heavy symbolism – pearls spilling to the ground at the first embrace; a midsummer maiden brought on dead to compensate for Miss Julie's survival; a green finch slaughtered, its blood drunk as wine – shoots through the slaps and song like the ghost of Thomas Hardy at a comedy writer's feast. Miss Julie is a one act short sharp shock of a play. Haussmann's clutter splits it out to two and a half hours. The only unity is that cheap thrills dictate melodrama and farce alike. Methinks Strindberg has been entangled with an ass.

Jackie Wullschlager

British win at the Prix Italia

Yesterday in Pesaro the first three full-blown Prix Italia awards for 1991 were announced: British competitors won all three of the three additional "special" prizes, the British won two. In the first of the television categories, Arts, they achieved a clean sweep. The Prix Italia was won by the BBC with the inspiring programme, *From Moscow To Picturk*. The special award went to Channel 4's *TV Danse*.

In this year's "extra" category, for television credits and title sequences, the jury watched 92 entries and awarded the Prix Italia to *The South Bank Show*. The special prize went to Channel 4 for the "best over all package" which included the titles for *Going Loco*, *Europop*, *The Manager* and others.

In the radio music category the Prix Italia was awarded to Who Plays The Piper a hilariously funny half-hour history of music, in the form of a poem by Richard Stilgoe, made for Radio 2.

Christopher Dunkley

Strindberg as variety show. *Midsummer Night's Dream* with only the rude mechanicals

CINEMA

Hellish visions explore the haunted mind

Although his talent has never been in doubt, Adrian Lyne has always stood accused of slickness and superficiality in his approach to filmmaking. *Jacob's Ladder* provides an emphatic answer to these charges. It is his finest, most serious piece of work to date, a film whose admitted flaws somehow fail to detract from its strange power.

Jacob's Ladder tells the story of a Vietnam vet (Tim Robbins) who is plagued by memories of one confused battle in which members of his platoon seemed to go collectively insane. Several years after returning home, these bad memories start to become hellish visions. He sees his girlfriend (Elizabeth Peña) coupling with a demon, watches a horn sprout from the head of a nurse, hallucinates about his son who died in a traffic accident some years earlier. These visions are so intense that he suspects he may be suffering a delayed reaction to something that happened to him in the war. He begins an investigation which leads him into a web of government intrigue, the occult and, ultimately, his own troubled psyche.

It is a compelling, confusing

and often brilliant film, keeping you off-balance while still holding your attention. Robbins is excellent, his pensive, doughy face capable of remarkable expressiveness as he wanders through dreams, moods and situations. Screenwriter Bruce Joel Rubin writes with more maturity and less sentimentality than he brought to bear on his earlier film, *Ghost*, refusing pat answers or easy outs. Only at the very end does his story falter by adding one layer of meaning too many.

Lyne's direction is both less steady and more inspired than in *9½ Weeks* or *Fatal Attraction*. The expected remarkable effects are all here – the heart-beat-like thump of a helicopter as it hovers above a wounded soldier, the stroboscopic bestiality of Peña's demonic dance, the charnel terror of an imaginary hospital. And yet, there is now a sense that Lyne is not so much creating imagery for its own sake as using it to explore a man's haunted mind. He stumbles occasionally in this attempt, especially by letting things drag a bit midway, though even here I felt that these were the flaws of a virtuoso pushing himself for once, rather than playing it safe. It is

Love of a rather less ethereal

pleasing change to witness.

Another director who seems to be changing course in mid-career is Istvan Szabo. *Meeting Venus* marks a radical departure from the epic profundities of *Mephisto* and *Colonel Redl*, showing Szabo to be a satirist with a pleasingly light touch.

Unfortunately, he cannot in the end resist the temptation to weigh his work down with symbol and meaning, making for a film that leaves you feeling a little cheated.

Meeting Venus details the tribulations of a Hungarian conductor (Niels Arestrup) as he attempts to stage a major production of *Tannhäuser* in Paris. Despite his high aspirations, rehearsals soon degenerate into farce, with union trouble, international infighting and a temperamental Swedish diva (Glenn Close) combining to turn an artistic undertaking into a bureaucratic nightmare.

In this show, even the under-studies turn out to have dirigible-sized egos. Szabo's rendering of these backstage squabbles is often hilariously telling, as when a capricious alarm watches interrupts a Wagnerian chorus to indicate that it is time for a coffee break.

Satire is abandoned, however, the moment that Close and Arestrup share an umbrella during a Paris rainstorm and fall madly in love. Suddenly, light artistic folly is replaced by brooding *amour fou*, making for an ineffective melodrama that tries to echo the high themes of Wagner's work. And that's the problem – Szabo renders the lovers' emotions in operatic terms, with big lines and inflamed emotions that have no grounding in reality. When Arestrup gets arrested trying to break into Close's hotel room, or she tells him he's the love of her life, you wonder if you've missed some scenes. The profundity Szabo hints at here is a big empty. It is as if he forgot what he was poking such wicket at in the first part of the film. Arestrup labours heroically to keep up with the script, though Close's inexplicable transformation from a headstrong diva to a doe-eyed, crush-ridden girl seems to have befuddled even this most canny of actresses. You cannot help but wish that the lovers had gone on hating each other – it would have made for a more consistently enjoyable film.

Love of a rather less ethereal

JACOB'S LADDER
Adrian LyneMEETING VENUS
Istvan SzaboA RAGE IN
HARLEM
Bill DukeRHAPSODY IN
AUGUST
Akira KurosawaTHE OBJECT OF
BEAUTY
Michael Lindsay-Hogg

ventional Hollywood fare, blending love story and crime drama into a conception that is smooth and sassy in parts, violent and vulgar in others. Young director Bill Duke shows flashes of stylistic talent, especially in the atmospheric opening scenes, but too often relies on stage violence. Worse, several of the minor characters, including Zakes Mokae as a transvestite pimp, are ludicrously underdeveloped. Although Whitaker and Hines are as fine as always, and the stunning Givens is better than you would expect, this is a film that needed a steadier, more patient hand behind the camera to make it really work.

Someone who seems to have no trouble at all working on a small scale is writer/director Michael Lindsay-Hogg, whose *The Object of Beauty* proves to be a finely crafted little comedy. It tells the story of a hedonistic American couple (John Malkovich and Andie MacDowell) living far beyond their means at a posh London hotel. They decide to stage the theft of a small Henry Moore statue in order to collect on the insurance, yet are beaten to the punch by a deaf-mute chambermaid who develops a deep love for the piece while cleaning their room. Although it could just as easily have been a stage play or a television drama, the film is full of witty writing and strong acting.

Stephen Amidon

Love of a rather less ethereal

FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL
Telephone: 071-873 3000 Telex: 822188 Fax: 071-407 5700

Thursday September 26 1991

Dutch push to political union

THE DUTCH, it turns out, are gamblers. Halfway through their presidency of the European Community, and with only 10 weeks to go to the fateful Maastricht summit, the Dutch government has decided to move radical changes to the draft political union treaty already on the table.

Predictably, the British government finds neutral the reference to the EC's "federal vocation", the wider role proposed for the European parliament and the inclusion of foreign and security policies within an EC framework. If it is not careful, however, it will strain at gnats, only to find it has swallowed a camel.

The new draft is, for example, right to include foreign, external and internal security policies as an area of co-operation among the Twelve. A common foreign policy should be more effective, because more weighty, than one of any individual member country. The question is not whether such policies should wear an EC hat. It is how they should be decided and implemented.

The failures of the draft lie elsewhere. Above all, it provides only partial answers to fundamental questions about the future of what is already an entity with federal characteristics: how best to divide what the Community does from what member states do on their own, and how to decide what the Community does more democratically.

Nothing in the Community – either its goals or institutions – has ever been thought through from first principles. The time has come, however, to set out a clearer blueprint. In theory, there are two ways to divide the powers. One answer is to write into the EC constitution a "subsidiarity" clause, making clear that those matters which are not considered essential for collective action must be left to individual states, while leaving determination to the European Court of Justice.

Ambiguous article

Draft article 2A, for example, states that where the EC does not have exclusive competence, it should only intervene "if and to the extent that the objectives assigned to it can be better realised at the Community level than at the level of member states acting on their own..." Almost everything here hinges on what is meant by "better". This ambiguous definition would then be interpreted by the Luxembourg bench, which would find itself making not only political but also arbitrary judgments.

The other and far superior way is to enumerate fields of EC competence, with everything else left to member states. The subsidiarity principle should be used not to determine the locus of particular policies, but rather that of general powers. Education, health and social policy should, for example, be left almost entirely to the member states. Trade policy is for the EC. Labour market, transport, energy and environmental policies should be divided into those that largely affect the residents of the individual member states

and those that have significant cross-border effects.

This general approach has worked relatively smoothly in the bid to forge the single EC market by 1992, and should be in the case of economic and monetary union one (federal) bank will run one currency, but economic policy will remain largely with member states, although some co-ordination may be required.

In addition, there are areas which logic suggests should be at the EC level, but the realities of politics ensure cannot be as yet. Separating the Community role from the states' role in foreign affairs, for example, or in internal policing and immigration control, is hard.

Sensitive areas

One way of distinguishing sensitive, but legitimate, areas for common policy-making has become the means by which the Community votes on them. Sensitive areas are governed by unanimity. By contrast, when EC states agree to settle a policy by majority, they are saying that they can be overruled in that area. This requires either mutual trust or acceptance that the issue can be reliably deemed relatively unimportant. Neither condition holds in foreign policy.

The solution must be to include these subjects within the EC framework, but maintain a strict unanimity requirement. Nor, in the case of foreign, security or immigration policies should the EC be allowed to prevent a member state from acting on its own, where it believes a vital interest is at stake.

A different question-mark hangs over the ways in which the Dutch propose to introduce greater democracy into EC decision-making. More democratic accountability is certainly needed in the Community. The Dutch propose to fill this "democratic deficit" by giving MEPs two things. First, a right to reject legislation coming out of a final second reading by the Council. Second, MEPs would be made legislative co-equals with the Council in certain limited areas (aid, bi-tech and environmental policies). But this would involve a complicated conciliation procedure, which works (just) in national bicameral systems in the US and Germany, but would further delay the already lengthy EC law-making process.

The Dutch proposals for a parliamentary veto should be accepted. Given that there is a parliament, this is the least it can be allowed to do. But the parliament should not be granted co-equal power of initiation. In addition, foreign policy should be included within the EC framework, though under a unanimity requirement with safeguards for independent national action.

What is needed most of all, however, is a proper division of power and limitation of majorities voting only to the essential areas. The British government should focus its attention here, where it matters, and not waste its efforts tilting at windmills.

Pale green Heseltine

MR Michael Heseltine is to be congratulated. The presentation skills of the environmental secretary were never in doubt when he was in the political wilderness. Now they have been deployed with considerable skill in his new job of portraying the government's environmental policy as a thing of "historic" substance – although in reality it is a collection of promises and notes of ministerial administrative actions, delivered by repeated assertions of good intent.

Yesterday's *First Year Report* is in this sense a masterpiece. The starting point is *This Common Inheritance*, the recycled glossy on the environment produced by Mr Heseltine's predecessor, Mr Christopher Patten, in September 1990. The new recycled glossy gives an account, item by item, of what bits of the Patten plan have been carried out since then.

It is not wholly bogus. As a ministerial portfolio the environment is huge. It encompasses the protection of hedgehogs as well as global climate change, land-use planning as well as industrial and domestic waste disposal. Much of what has to be done is a matter of technical or statutory detail. Listing 400 separate measures taken so far and promising 400 more is an achievement of sorts, even though when you read the small print "measures" often turns out to mean

Abbey National's ambition, repeated as a form of mantra by its directors, is to be "the Marks and Spencer of the financial services market".

Its plan to buy Scottish Mutual for £285m, announced yesterday, is aimed at widening its product range. Just as M and S has added home furnishings to its range of knickers and salmon en croute, Abbey hopes to offer its own brand of life insurance alongside mortgages and savings accounts.

"Success in financial services lies in the ownership of the most appropriate and effective channels of distribution," Mr Peter Birch, Abbey's chief executive, said yesterday. What he meant was that the banks and building societies have a vast base of customers who should be interested in buying a range of financial products.

Mr Birch described the deal as part of an "acquire and build" strategy, by which Abbey National uses the purchase of a smallish company to build up a new line of business.

"The benefit it will receive from the deal should indicate,"

• The ability to tailor its life assurance products to the needs of its customers;

• A reduced reliance on the housing market as a source of earnings;

The chief of Scottish Mutual came, Mr Birch said, after Abbey National had decided to buy a medium-sized mutual insurance company, owned by its policyholders, rather than outside shareholders, as a cheaper and more flexible option than starting up its own company, going into a joint venture, or buying a larger company.

It will retain Scottish Mutual's traditional business of selling policies through independent brokers. But over the longer term, fastest growth should come from a new company which it will set up with Scottish Mutual, to supply products to its branch customers. The company will be called Abbey National Life, to take advantage of the power of its brand name in selling other financial services – the St Michael strategy.

Abbey's profits, like those of M and S, are comparatively buoyant while rivals are flagging. It is the fifth biggest UK bank, measured by the size of its balance sheet. However, its pre-tax profits of £308m for the six months to June – 10 per cent higher than the comparable six-month period of 1990 – were treble those of National Westminster Bank and within striking distance of Barclays'. To put that achievement in perspective, Abbey National's total assets of £50bn, compared with Barclays' £14bn.

Abbey's success is based on its refusal to provide services to companies. Losses on loans to businesses has been the clearing banks' Achilles heel during the recession.

There is a second advantage to serving the retail market, which will be less than welcome to its customers. If bad debts on mortgages rise, as they are at the moment, a retail bank

Demutualisation – the process by which an insurer owned by policyholders is transformed into a limited liability company – is likely to become an increasingly important part of the British life insurance scene.

By agreeing to Abbey National's takeover, Scottish Mutual becomes the third of the UK's 20-plus mutual-owned insurers to have embarked on demutualisation since 1989.

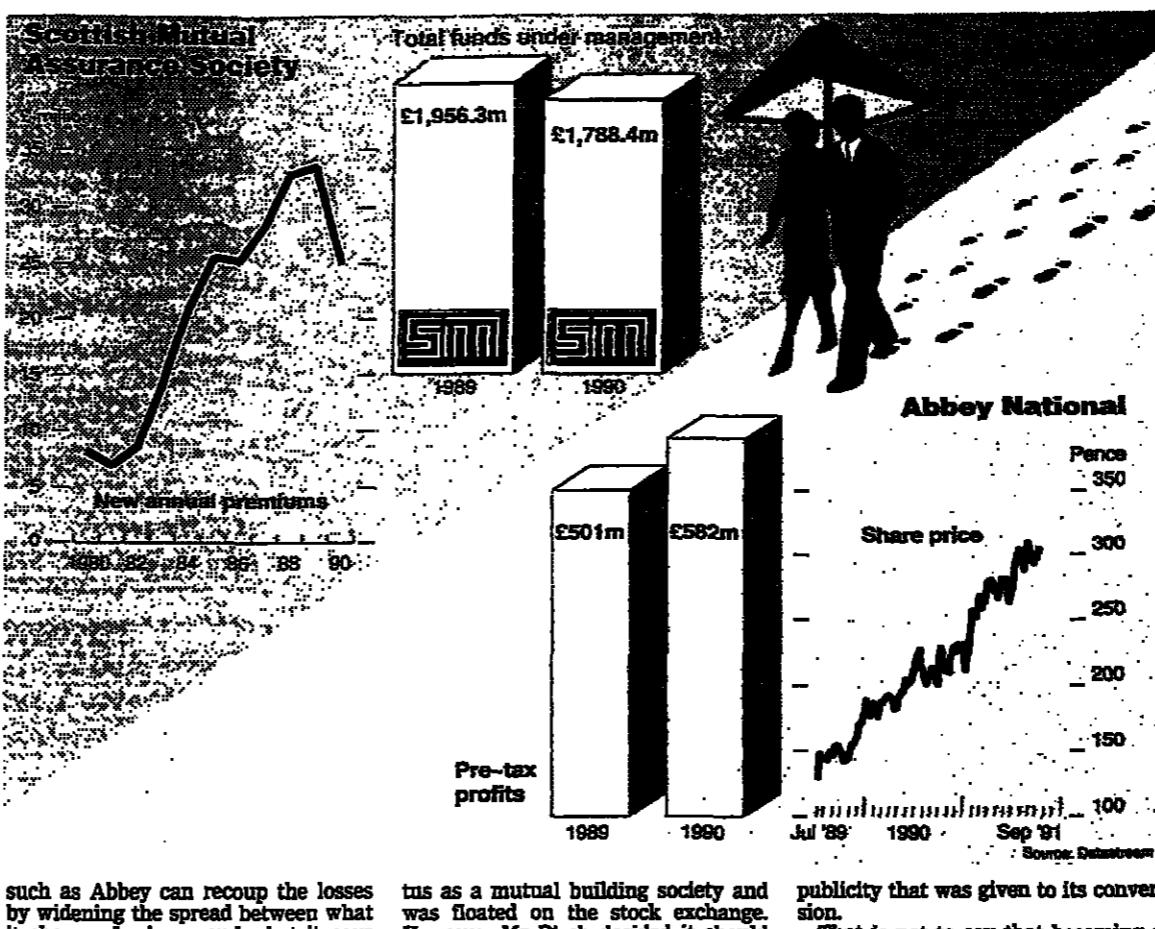
More than 75 per cent of the company's policyholders need to vote in favour of the deal – already agreed by the board – for it to go ahead. If, as expected, it does, many smaller mutuals could follow suit.

Bigger mutual insurers, such as Standard Life and Norwich Union, are likely to remain unaffected. Indeed, they rank among the biggest of Britain's business success stories over the past 25 years.

But the picture is different for their smaller counterparts. These companies have been handicapped,

Robert Peston and David Barchard examine
Abbey National's £285m move to broaden its
retail banking and insurance base

Abbey catches the takeover habit



such as Abbey can recoup the losses by widening the spread between what it charges for loans and what it pays on deposits.

Improving the profit margin in this way is harder for banks serving the corporate market, because the corporate market is so much more competitive. "Unlike any other bank, Abbey has increased its margins every year for the past six years," says Mr John Wrigglesworth, a financial analyst at the stockbroker UBS Phillips & Drew. In theory, Abbey became a bank in July 1988, when it abandoned its sta-

tus as a mutual building society and was floated on the stock exchange. However, Mr Birch decided it should concentrate on serving its traditional building society customers.

Indeed, Abbey refused to incorporate the word "bank" in its name. "All market research indicates that consumers have a far higher opinion of building societies than of banks," said Mr Wrigglesworth. So Abbey went out of its way to preserve its old image.

The latest research shows that few of its customers are aware that it is no longer a building society, for all the

publicity that was given to its conversion.

That is not to say that becoming a public company brought no advantages to Abbey. Flotation endowed it with additional capital, which it exploited in buying Scottish. Abbey also freed itself from some of the constraints on its ability to expand overseas and on the range of products it can offer personal customers, which were imposed by the Building Societies Commission, the society's supervisor, to protect society members.

By acquiring Scottish, it is emulating

two banking rivals, Lloyds and TSB group, both of which already own life companies. Lloyds bought a controlling stake in the life company, Abbey Life, three years ago. Since then, Lloyds' life insurance profits have been growing at an annual rate of 40 per cent. In its results for the six months to June, its life profits after tax and all other charges were £3m, 28 per cent of the total.

TSB has been even more successful, having built its own life business from scratch over the past decade. Mr Peter Elwood, its chief executive in charge of UK retail banking and insurance, said that TSB sells 40 per cent of all life policies bought by its 7m branch customers. The competitive figure for Lloyds is 16 per cent, though that has doubled in three years and is still rising fast.

The success of TSB bodes well for Abbey. TSB's typical customer is less affluent than the average bank customer and lacking in financial expertise. Unlike more prosperous consumers, they do not tend to shop around for insurance policies. They buy from TSB because they trust it. Abbey's customer base is similar.

Until now, Abbey has been selling the life policies of Friends Provident on an exclusive basis. Most banks and building societies sell policies on the basis of similar "Net" contracts with insurers. However, in these cases, the banks are forced to share profits with the insurance company. Mr Wrigglesworth estimates that Abbey currently receives £30m of commission income from the 100,000 policies it sells every year for Friends Provident. By manufacturing the insurance products with Scottish Mutual, its net income should almost double at a stroke.

Mr Elwood says a second advantage in owning a life insurer, rather than dealing with one on a contractual basis, is that it is helpful to put the life business under a single management team.

There is a big cultural difference between a typical life salesman and a typical bank manager. In a nutshell, bankers are not salesmen by nature. So Lloyds Abbey Life and TSB have been trying to nurture more of a sales culture within their branches. Mr Doug McCracken, the chief executive of TSB Group, said that the integration of the life company and the bank branches has gone further at TSB than at any other bank, simply because it has been in the business longest and created its own life company in its own image, rather than having to adapt a purchased business.

However, the binding of Abbey and Scottish Mutual should be relatively smooth because the two share a common inheritance as mutual societies. Indeed, Abbey wants to preserve Scottish's mutual image. Though Abbey dropped the words "building society" from its name, it wants Scottish to trade as Scottish Mutual Assurance. Abbey is learning all the retailers' sights of hand.

with County NatWest in Edinburgh.

"I went head of a small or medium-sized mutual company with new business flat I would have to look at any possible deal very seriously."

Mr Douglas Patrick, chief executive of Scottish Mutual, insists that the deal "has been taken in the best interests of policyholders. The loss of ownership is sensitive and delicate, but members will be fairly compensated".

Abbey National will pay £225m into the Scottish Mutual's life fund – out of which bonuses are paid each year to policyholders. Policyholders will receive a special one-off bonus, roughly equivalent to 25 per cent of the money, will help guarantee the value of future pay-outs.

Mr Nisbet says: "It's a good deal for policyholders. Bonus levels are enhanced and in the longer term the merger will help keep expense levels down and enhance the security of policyholders' investments."

Desperately seeking succour

Richard Lapper on the problems of small mutual insurers

not so much by their inability to raise capital on the Stock Exchange as by a weakness that has little to do with their constitutional status: their dependence on independent intermediaries or financial advisers (the so-called IFA market), usually high street brokers, to sell their products.

While many of the most successful life companies of the 1970s and 1980s were developing their own direct sales forces (like Allied Dunbar) or selling to bank customers (TSB Life and Lloyds Abbey Life), most mutuals stayed loyal to the IFA market which has been dealt a heavy blow by the 1986 Financial Services Act.

To be licensed as independent intermediaries, brokers have had to

meet stiff compliance tests, increasing their costs and forcing many to develop exclusive ties with bigger insurance companies.

The number of intermediaries has shrunk, making it more difficult for many mutuals to increase the size of their business.

This was one of the main reasons why a small Glasgow-based insurer, FS Assurance, now renamed Britannia Life, opted to demutualise in 1988. The company was badly hit by the contraction in the IFA market and needed to develop links with a building society or bank in order to grow.

Observers believe that it is only a matter of time before many of the smaller mutuals in the UK's highly fragmented life insurance market take the same route.

"Life has become difficult for small-to-medium-sized mutuals since the FSA and it is possible that some of them will run for cover," says Mr David Nisbet, life insurance analyst

to any potential partner."

Britannia Building Society eventually paid £16m in January 1990. With backing from its new owners the company has prospered. Following the acquisition of Cradler, a subsidiary of the US insurer Cigna, funds under management are up, about five times more than two years ago.

Observers believe that it is only a matter of time before many of the smaller mutuals in the UK's highly fragmented life insurance market take the same route.

"Life has become difficult for small-to-medium-sized mutuals since the FSA and it is possible that some of them will run for cover," says Mr David Nisbet, life insurance analyst

OBSERVER

Towering bad read

■ President François Mitterrand's Pharaoh-like project for a Very Big Library, intended to preserve France's written history, is getting a rough ride.

The glass pyramids of the Louvre, the vast cubical Archa in the west of the city, and the gleaming glass Opera Bastille in its east, all survived controversy and are now accepted as part of the Mitterrand heritage.

But the attacks on the planned Trés Grande Bibliothèque (TGB) as it is known are gathering intensity.

Sympathetic Paris cooed with delight two years ago, when Mitterrand picked the design submitted by a 36-year-old French architect, Dominique Perrault. Since then, however, the design has been accused of being wholly unsuitable for a national library, or indeed for a public space.

Early attacks from Stanford and Harvard academics were easily brushed off because they came from abroad. But now Mitterrand has received an open letter signed by the cream of distinguished French and foreign academics.

Perrault's design has four L-shaped glass towers 36 metres high, at the four corners of a large flat garden space. Books will go in the towers, while readers should use the ground floor or basement. Critics say this is a type of library design which has been widely abandoned;

the light and heat in the towers would damage the books and storage and retrieval would be slow and inconvenient.

Perrault has modified the design to deal with the ravages of light and heat, by planning for a double layer of protective coverings and shutters, as well as triple fail-safe air conditioning. TGB supporters claim that hi-tech hits will speedily deliver books to

readers. Time is short for the £706m project; it must be finished by 1995, the end of the President's term.

■ Observer notes that at least one arch-enemy of capitalism has been rehabilitated. That well-known ex-pastry cook, ship's steward, photographer and founder of the Vietnamese communist party, Ho Chi Minh, who died aged 79 in September 1969, is to have a blue circular plaque erected in his memory at the site of the former Carlton Hotel – now New Zealand House in London's Haymarket – where he worked in the kitchens in 1913.

An enigmatic character – he once said "an old man likes to have a little mystery about himself" – sixties' London once rang with student voices chanting "Ho, Ho, Ho Chi Minh". This evening sees the Stock Exchange markets development team organising a race on behalf of the Malcolm Sargent cancer fund for children.

Hancock has already received more than 60 inquiries from potential buyers, so the Blue Bird may yet turn into a phoenix.

■ Sweet offer

■ Happiness is in short supply these days at Blue Bird Confectionery, founded almost a century ago and whose name evokes childhood memories of toffee

ECONOMIC VIEWPOINT

The reasons for the UK output gap

By Samuel Brittan

There could not have been a better example of the low level of British partisan debate than the Labour attack on the governor of the Bank of England, Mr Robin Leigh-Pemberton, for saying: "I am confident we are now coming out of recession."

When people like the governor say that the UK is coming out of recession, they merely mean that after four sharply falling quarters output is likely to rise in the final quarters of 1991. Does the opposition really have to claim that output is set on a course of non-stop decline, to make out a case against the government? Economic growth is a normal feature of a modern economy. Are Labour's own aspirations so impoverished that it has to fear any recovery, however incomplete, as a triumph for Conservative policy?

The governor's main purpose was not to celebrate an upturn, but to read a lecture to all political parties about the dangers of trying to speed up growth by taking risks with inflation. The novel ingredient lost in the headline reports was the attempt to spell out more precisely what is wrong with tolerating inflation. (The speech-writer's problem is that the dangers of inflation, like any other risky course, are open-ended; and any

Are Labour's own aspirations so impoverished that it has to fear an incomplete recovery as a triumph for Conservative policy?

enumeration is likely to omit some of the effects most likely to be harmful next time round.)

The clinching evidence that recession is ending is provided by the CBI monthly trends survey, which has proved more accurate than most formal forecasts. During the worst of the gloom in February, 36 per cent more business respondents expected output to fall than to rise in the coming four months. This negative balance has now disappeared. The survey last had this configuration in 1981 on the eve of recovery from the previous deep recession.

The composition of the trade figures also points to recovery. Export volume has been rising relative to import volume for some time, as the accompanying Teenagers' Guide demonstrates. But whereas in the four months, January to April, the improvement came from falling imports and exports were stagnant, in the four months, May to August, imports have started to rise moderately, but exports have been increasing considerably faster.

The results so far are not bad going for a period of almost stagnant world output and trade, and hardly suggest an overvalued pound. Further pointers to recovery are the rise in imports of capital goods and the sharp turnaround in industrial construction orders. The most bullish domestic factor is the return of consumer confi-

dence; the most bearish factors are the continued depression of the housing market and the high level of corporate as well as personal indebtedness. The main underlying reason for caution about the speed of the recovery is, however, a nagging doubt about the firmness of world activity – a doubt nourished, but not settled, by the singleness of world money supply growth.

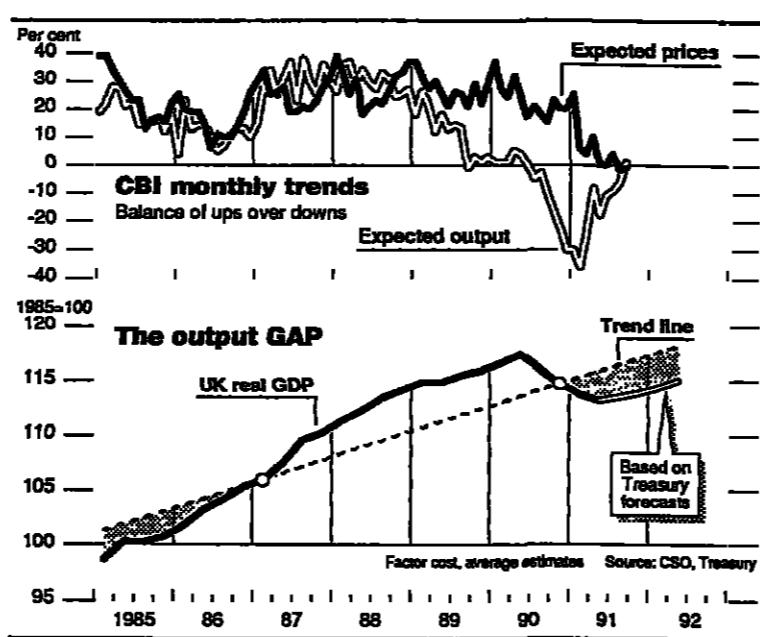
The aspect of the present UK turnaround which is spectacularly better than its predecessor is the way that inflation has been hit on the head. Indeed, a very slight majority of CBI respondents now expect prices to fall. Consumer prices will still, of course, creep upwards because of increases in the costs of services, food and public utilities. But it is nevertheless the first time since the CBI monthly inquiry began 15 years ago that it has failed to gain a majority of industrialists expecting to increase their prices. The present depressed level of price expectations was not seen even during the oil price collapse of 1985-86.

There has, of course, been a high cost to pay in terms of lost output and jobs. The cost will continue to mount, despite "recovery". The key forces at work are shown in the lower chart, which repays a little pondering.

The chart is unusual in plotting the level of real gross domestic product, rather than increases and decreases. This feature gives it an undramatic, gently upward-sloping shape. Quite a severe recession is represented by a gentle dip.

The trend line passes through the first quarter of 1987 and the last quarter of 1990. In both these quarters, the Treasury estimates output to have been on trend (to be pedantic, it was 0.8 per cent below on each occasion). The best official guess is that the

UK TRADE: TEENAGERS' GUIDE
Volume: % change (excl. oil and erratic)
Year Imports Exports
1986 +7.1 +2.4
1987 +8.8 +7.8
1988 +14.6 +4.4
1989 +7.4 +9.2
1990 +0.2 +7.4
1991 Jan-Apr* -5.2 +0.9
1991 May-Aug* +2.6 +8.2
* Over previous four months annualised
Source: CSO



trend rate of growth of non-North Sea output is 2% per cent per annum, and of total output 2% per cent. The two benchmark quarters were also ones when the economy was believed to have been running at normal capacity rates. This does not mean the maximum of which the economy was physically capable, but the maximum sustainable without rising inflation.

Put that way, it may seem modest; but if translated directly into employment, it means something like a million fewer jobs. Even allowing for the disappearance of some job losers from the labour market this is likely to take the unemployment total within the lags already mentioned, it is difficult to see any levelling off until far into 1992.

Of course, the government's advisers did not plan their strategy in terms of these particular numbers. But the development of the GAP has not been just due to ineptitude, forecasting errors, or "not caring". A substantial output shortfall has been necessary to reduce inflation from the underlying annual rate of 7 per cent to 8 per cent it reached in 1990 to something nearer the French and German rate of 3 per cent to 4 per cent.

The Treasury and Bank of England have justified their earlier delay in reducing base rates in their normal

obscure way. But the true justification has been the need to create a margin of slack and a depressed labour market to do what they call "bearing down on inflation". The extent of the downward pressure depends both on the size of the GAP and the rate at which it is widening or narrowing. Once both actual inflation and inflationary expectations are down to acceptably low rates, the GAP can be gradually eliminated and output return to its trend line.

The point of the chart is to show the forces at work: the projected numbers are merely illustrations. The slopes of the trend line and its position are both controversial. Above all, no one can know beforehand the precise degree of slack required to reduce inflation by a given amount and the length of time the slack will need to persist. This ignorance is not just a deficiency of economic technique. For these variables depend on changing human beliefs and expectations: for instance on the policy regime believed to be in operation and the resolve with which this or some future government will stick to it. They are thus not even in principle calculable.

Governments therefore need to avoid like the plague trying to target output and employment directly.

There has been a need to create a margin of slack and a depressed labour market to bring down inflation near to Franco-German levels

Wishful-thinking attempts to do so led to the mistakes of the 1980s and early 1970s. Governments need to formulate macroeconomic policy in terms of a "nominal framework". Ideally this should embrace a national exchange-rate objective, such as maintaining the ERM parity and a goal for Nominal GDP at Group of Seven or EC level. It is this latter which is so clearly the missing element that is not to be supplied at the forthcoming international meetings.

But there is much unfinished business at the purely domestic level for the next few parliaments. There is an obvious need to reduce the severity and length of the output depressions required to reverse inflationary episodes. (If anyone tries to tell you that the inflationary episode of the late 1980s will never recur, just tell him he is whistling in the dark.)

An even more important piece of unfinished business is to raise not so much the growth rate, but the position of the trend line, so that inflation can stabilise with less economic slack and with unemployment at below the present estimated 8% per cent equilibrium rate. Such a rate would have been regarded as unthinkably high at any time between 1940 and 1980, and is far too high a price to pay for the national dislike of market-clearing pay levels.

¹Employment, Layard, Nickell and Jackman, Oxford, £16.95.

BOOK REVIEW

What's left for the left to offer

RADICAL AGENDA: AFTER THE NEW RIGHT AND THE OLD LEFT
By David Donnison
Rivers Oram Press, £9.95

most intractable problems. His book is an attempt to formulate a radical philosophy to address these issues, one which could win support from those not suffering deprivation but uneasy about what they see happening.

Although from the "old left" intellectual tradition, Donnison has read enough of the "new right" critique of welfarism to offer some genuinely radical insights. He identifies the iron tendency of professional service-providers to create structures, hierarchies and priorities which create a dependent underclass. "... every study of the matter tends to show that a large part of the huge increase in funds devoted to social services since the second world war has been used to make life better for their staff rather than to improve the service delivered to customers".

He insists that problems are best sorted out by those on the receiving end, who must be given the power as well as the resources to meet their own needs. The private sector and voluntary agencies have a role to play at least as important as civic leaders, if only to provide choice for those who currently do not enjoy it. It is a radical version of the Citizen's Charter, which insists on responsive public services not because well-heeled taxpayers demand them, but because those services will not relieve pain if they do not meet the needs of those they are aimed at.

Some of Donnison's conceptions seem dated – an incomes policy for example. But his willingness to ask difficult questions and to consider radical solutions – discarded or novel – is refreshing and not a little disconcerting. Delegates to next week's Labour party conference should pack a copy to browse through during the interminable debates on trade union immunities and renationalising utilities.

John Willman

LETTERS

Just another freight ferry

From Mr R M Bale

Sir: Sir Alastair Morton (Letters, September 19) has yet to explain the commercial logic of joining two loss-making railways by a very expensive tunnel. Without such explanation one has to recognise that the overwhelming bulk of Britain's European trade travels on pneumatic tyres: so, to all intents and purposes, the Channel tunnel is for freight, another ferry service carrying pneumatic-tyred vehicles from one side of the Channel to the other.

The focus on traffic constraints to and from the tunnel (and other coastal ports) should be on roads. Talk of "investment" in railways overlooks the fact that investment without return equals subsidy, and British Rail has received billions of pounds of these subsidies without in any way altering the trend from rail to road transportation.

R M Bale,
Rover Bay,
St Clement,
Jersey, Channel Islands

Face up to the realities of traffic congestion

From Mr Oñesimo Alvarez-Mora

Sir: The experts from the University of St Andrews (Letters, September 21) seem to believe that setting aside special lanes for cars and public transport will solve the traffic congestion problem. Their solution sounds so easy that I am surprised the UK authorities have not thought of it before.

Unfortunately, Madrid, which already has this system in place, is not one of those European cities which has succeeded in making it work. I doubt that any exists.

While there may be some small benefit – as with many marginal solutions – in a special lane, relatively few people consider public transport as a valid alternative. Public transport in Madrid, except during the very limited peak periods, usually has plenty of room.

The roads, however, are full of traffic either trying to get somewhere or trying to find a

The expediency of training

From Mr Patrick Bridgewater

Sir: It is clear from your story "Treasury seeks to cut £1bn from budget for training" (September 24), that training and business development are not connected in the minds of government ministers. They see no link with increasing efficiency, improving performance or raising quality standards.

No. Training is expedient. It keeps people off the streets. When you can afford it, cut it! What kind of example is that? Especially to leaders of industry who, with a cash flow drying up, still keep the vision that training, well directed, will bring us all a brighter future.

Irrational and chilling is the official retort: Haggling like this is "normal" at this time of year.

Around every man, woman or youth who needs training there is a cluster of people involved and concerned: the spouse, the parent, the employer, the trainer. Do they think it's "normal"?

When they express their views it will be with their votes.

Patrick Bridgewater,
Patrick Bridgewater & Associates,
Management Training and Development,
34 Telston Lane,
Oxford,
Oxon,
Oxfordshire,
Oxfordshire, OX2 8NH

Fax service
LETTERS may be based on 071-673 5626.
They should be clearly typed and not exceed 200 words. Please cut out the machine for the resolution.

Total cash remuneration over the last decade extracted from Directors' Rewards, published by The Reward Group and Institute of Directors, gives the domestic figures shown. If, therefore, the whispered recommendations of the review body are correct, it is likely to award increases, possibly affected by this factor, well above those earned by most bonus deficient directors and managers in the UK in 1991.

Peter M Brown,
Chairman,
Top Pay Research Group,
9 Savoy Street,
London WC2R 0BA.

Why top public sector pay rises may outstrip private sector

From Mr Peter M Brown

Sir: There is a lack of attention in published economic commentaries upon the management of the rouble in the break-up of the Soviet Union. I would expect the economies of the states to be better managed in an environment of multiple "rouble" currencies and varying exchange rates. A hard rouble would naturally emerge from such a trading bloc, par-

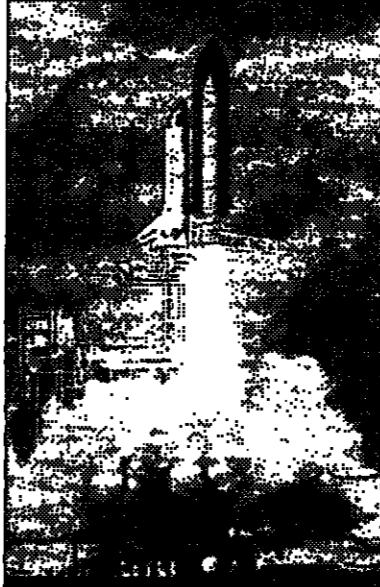
ticularly from the state that trades most with the western economies. This would then provide the anchor for the other rouble currencies and provide a foundation for the influx of western capital payment and for foreign trade.

Paul Ormrod,
Sally Port,
High Road,
Chichester,
Surrey CR5 3QP

I realise that discounts are applied for job security, but I doubt whether salaries for

| Public/private sector | Top pay comparisons |
|-----------------------|---------------------|
| 1980 (£'000) | 1990 (£'000) |
| Chairman | 19 |
| Director | 40 |
| MP | 27 |
| Cabinet minister | 55 |
| Head civil service | 95 |
| Admiral | 78 |
| Under-secretary | 48 |
| High Court judge | 76 |
| County court judge | 51 |
| | 131 |
| | 184 |
| | 135 |
| | 125 |
| | 139 |
| | 157 |
| | 145 |
| | 130 |
| | 138 |
| | 131 |

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Rockwell International

NCR to computerise Russian bank

By Mark Nicholson in Moscow

RUSSIA'S lumbering banking system has taken two tentative steps towards modernity, introducing a domestic charge card for the first time and unveiling \$1.5bn plans to computerise operations at the republic's biggest bank.

NCR, the US computer group, recently taken over by AT&T, has signed an agreement with the Russian government and the Russian Savings Bank to automate the bank's 40,000 branches.

The agreement would also computerise the communications network of the bank, which handles 12m accounts, and would give it modern banking services, including automated teller machines.

The restructuring will take

several years, according to Mr Rainer Lieblich, managing director of NCR Ost Europa, the German-based arm of the group which has already won banking contracts in Poland and Czechoslovakia.

Mr Lieblich said the aim would be to leapfrog several years of banking development in the west and take the Russian Savings Bank directly from its centralised system to the most modern, personal computer-based system. Much of the \$1.5bn cost estimate is based on supplying 100,000 terminals to the bank's branches.

Financing has yet to be arranged and Mr Lieblich said NCR would solicit backing from the World Bank and the European Bank for Reconstruc-

tion and Development as part of a package he hoped would be complete by February.

NCR would also retrain the bank's more than 100,000 staff to handle the new high-tech systems - a far cry from the labour-intensive and paper-based muddle which is the Soviet banking norm.

A further step towards a Russian banking revolution will be taken today by Credobank, a private Moscow bank, when it announces the Soviet Union's first Visa charge card, largely for Russians travelling abroad on business.

The card will be exclusively for hard currency payments. Prospective cardholders, of which Credobank believes there will be more than 1,000,

will have to provide a deposit of \$5,000 to be eligible. Payment will be made by direct debit from the clients' hard currency accounts - which have themselves been legal for Russian citizens for only a matter of months.

In tandem with Credobank's announcement, Intourservice, an independent company spun off from Intourist, the state tourism organisation, said yesterday it would introduce a 24-hour, fully automated credit card authorisation service from October 1. This will be the only such service in the Soviet Union, where those paying by credit card must at present show a passport as proof of identity.

Mr Igor Fedorov, chairman

of Intourservice, said the two developments were a necessary step towards establishing a market system. "We see our role as setting up a model of the new systems and technology which will be a school for future credit cards in Soviet

rupees." However, Mr Toby Mitchell, Visa area manager for the Soviet Union, said a roubles card was some years off. This was partly for reasons of scale and difficulties of convertibility, but the greatest impediment was suspicions about plastic cards and the lack of an efficient service culture.

"The problem is not one of automation," he said. "It's simply getting someone to answer the telephone."

Mr Lieblich, chairman of the European Bank for Reconstruc-



Romanian coalminers arrive in Bucharest to demand a price freeze and the prime minister's resignation

Troops disperse Romanian protesters

ANTI-RIOT troops using batons and teargas dispersed thousands of Romanian miners and citizens after the government headquarters in Bucharest had been besieged for three hours yesterday, Reuter reports from Bucharest.

A correspondent said a large force of troops wearing gas masks moved in on the demonstrators who had stoned and petrol-bombed the Victory Square building. After fierce clashes the demonstrators were driven down side streets away from the area.

The rioting began after more than 7,000 coalminers from the west Romanian Jiu Valley coalfield attacked trains to travel to Bucharest to demand pay rises, a price freeze and the resignation of the government. The miners were joined by

local people in the capital and together they stormed the government headquarters.

It was the worst rioting in Romania since clashes involving miners and demonstrators in June 1990. Initial reports said at least seven miners and three policemen had been taken to hospital, but Romanian television film of bitter fighting indicated the number of injured was likely to grow.

Battles raged on into early evening with numerous charges and counter-charges. Vendors were seen bringing food and drink to miners, indicating significant local support. An eyewitness said one such truck was a military vehicle.

Protesters used public telephones to call neighbours and friends to join the attack.

Shows of "Come and help the miners" rang out in the square and the crowds of locals grew.

"This is the second Georgia", shouted some young people, referring to a revolt against the Soviet republic's government.

The Roman leadership said it would resort to "all legal means" to crush the riots.

The Fratii free trade union bloc, which groups several thousand workers from many industries, declared its solidarity with the miners' demands but criticised the violence.

Some 50,000 Jiu Valley miners went on strike last Tuesday after failing to win pay rises in talks with the authorities.

They demanded a freeze on prices, liberalised this year by Mr Petre Roman, the prime minister, as part of his strategy

to make Romania a market economy and end four decades of Communist-style centralism.

The miners are notorious for violence but had once firmly backed the ruling National Salvation Front. In June last year they flocked to Bucharest and mercilessly beat anti-government demonstrators to save the government from what it called a "fascist coup" attempt.

Anti-government feeling has risen recently as a result of heightened austerity brought on by almost 200 per cent inflation, monetary and wage restraint and other measures introduced by Mr Roman, whose party took power after the December 1989 revolution which led to the execution of Stalinist dictator Nicolae Ceausescu.

Brussels warned not to block De Havilland takeover bid

By William Dawkins in Paris and Bernard Simon in Toronto

CANADA HAS warned the European Commission that De Havilland, the Toronto-based aircraft maker, will collapse if Petre Roman's bid for it is not accepted.

The warning, delivered by senior government officials during a visit to Canada by Sir Leon Brittan, European competition commissioner, coincided with Sir Leon's announcement that he opposes the takeover by Aérospatiale of France and

Alenia of Italy.

Sir Leon fears the deal would create a near monopoly of the EC market for small commercial aircraft. Canadian officials in Brussels have also approached the Commission with their anxieties.

There is no alternative bidder for De Havilland which, with 4,800 employees, is the largest industrial employer in Toronto, and which carries symbolic importance as a guardian of Canadian aerospace technology, officials said.

Bombardier, the Canadian aerospace and transport equipment group, considered joining the Franco-Italian bid in June, but was unable to reach agreement with its prospective partners.

Canadian diplomats also question whether the EC has a right to apply its anti-trust laws to a non-European country, a sensitive point which recalls similar wrangles over the cross-border scope of competition law between the Canadian government and US anti-trust authorities.

The Canadian government turned down the Franco-Italian offer last June, on the grounds that the partners wanted too much state aid and that they were suspected of wanting to reduce De Havilland to a components supplier. Since then, the European commission has made new proposals, which the government is likely to accept, say Canadian diplomats.

Aérospatiale was still awaiting a decision from investment Canada, the government's foreign investment watchdog, a spokesman for the French aircraft group said.

European energy tax

Continued from Page 1

nuclear-produced energy.

Industries with high energy consumption which are "open to international competition" would almost certainly be spared the brunt of the levy unless the EC was able to secure commitments from its main trading partners to introduce similar energy tax regimes.

The proposals are in the form of a discussion paper for the EC Council of member states, but the Commission hopes to get the go-ahead to draft a directive before the end of the year.

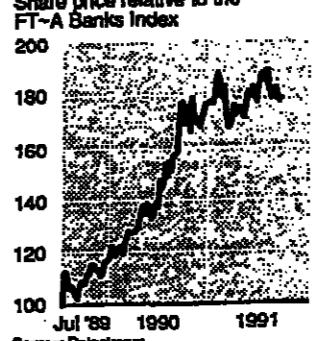
In macroeconomic terms, the Commission says the tax would at worst cause only a slight reduction in growth, of up to one tenth of 1 per cent by 2000. It could however cause an increase in inflation of 0.3 to 0.5 per cent per annum.

Abbey takes out insurance

FTSE Index: 2,597.8 (+21.2)

Abbey National

Share price relative to the FT-A Banks Index



Source: Datastream

100 Jul 1990 1991

120

140

160

180

200

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• IMI plc, Birmingham, England.

INSIDE

Abbey National enters life assurance

Abbey National, the retail bank and second largest UK mortgage lender, is to enter the life assurance market. It is buying Scottish Mutual, a medium-sized Glasgow-based mutual life assurance company, for £285m (£495m) and will set up a new life assurance company, Abbey National Life, to sell life assurance policies through its branches. Page 23

Building up a war chest

Porter Chadbourn, the UK leisure, packaging and sporting goods group which markets Head and Goli products, yesterday launched a £20m (£34m) cash call. Mr Raymond Dinkin, chairman and chief executive, said the cash call would position the group for further acquisitions. Page 29

Grocery ahead 7%

Grocery the UK fresh produce and prepared foods group, reported a 7 per cent increase in taxable profits. Page 30

Move in Polly Peck case

The administrators of Polly Peck International, the collapsed fruit and electronics group, may gain access to the company's records in northern Cyprus. Page 23

Water group slows

Lyonnais des Eaux-Dumez, the French diversified water utility and construction group, expects full-year profits to increase by less than that recorded for the first half. Page 24

Cuba to double nickel output

Cuba, which has more than a third of the world's nickel reserves, will more than double its output in the next five years, thanks in part to a western \$1.2bn investment. Page 31

Dry beer loses its appeal

Asahi Breweries, the Japanese brewer which doubled market share and changed marketing methods by inventing dry beer, is now struggling to maintain its foothold. Page 33

Australia's bulls kept waiting

Australia's stock market bulls are still waiting for the rally which many had forecast earlier this year. Page 41

New reforms in Paris

Over the past three years, the French government and the Paris bourse authorities have instituted a series of reforms. One side-effect has been a flow to London's less regulated Stock International. Page 27

Banks breeding in Greece

Four new banks have opened in Greece in the past nine months. Kerin Hope reports on the rush into Greek banking. Page 24

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Chief price changes yesterday

| FRANKFURT (DM) | | PARIS (FFP) | |
|---------------------------|--------|-------------------|------------|
| Grovesch | 459 + | 11 Redatch | 525 + 13 |
| Opelik Amt | 555 + | 10 Staco | 475 + 11 |
| Post | 515 + | 10 UFB Local | 385 + 12 |
| Commer Kom | 857 - | 13 SIC | 738 - 15 |
| Leids | 815 - | 10 Dicks France | 371 - 10 |
| Porsche | 685 - | 10 Gamont | 711 - 30 |
| Zandier | 260 - | 7 Gamm | 367 + 12 |
| TOKYO (Yen) | | | |
| Daikin | 271 + | 21 Daikin Ink | 701 + 97 |
| Gen. Dynamics | 48 + | 21 Daiso Heavy | 1120 + 110 |
| Honeywell | 73 + | 21 Nagoya | 1360 + 220 |
| Linear | 2615 + | 21 Nippon Cray. | 1000 + 110 |
| Unisys | 454 + | 7 Toto Eng | 497 + 47 |
| Philips | 18 - | 7 Toyo Eng | 1270 + 120 |
| New York prices at 12.30. | | | |
| SONDON (Pence) | | | |
| Philips | 54 + | 12 Maxwell Comm | 170 + 62 |
| ASDA | 508 + | 12 Magoff | 104 + 5 |
| Abbey National | 305 + | 12 Ricard Int | 108 + 10 |
| Adcote | 304 + | 11 Standard Chart | 107 + 7 |
| DSI | 59 + | 7 Tandy (FW) | 108 + 5 |
| Domino Print Sc | 308 + | 12 Vickers | 307 + 12 |
| Ebas | 64 + | 3 Vitek | 108 + 12 |
| Era Group | 35 + | 3 Dyer | 108 - 17 |
| Genel | 305 + | 15 Ford Earth | 79 - 6 |
| Marconi Press | 305 + | 14 Hard Eng | 8 - 4 |
| MEFC | 508 + | 11 Porter Gresh | 77 - 5 |
| ML Labs | 495 + | 16 Porter Gresh | 77 - 5 |

FINANCIAL TIMES
COMPANIES & MARKETS

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Thursday September 26 1991

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Air France to cut 3,000 jobs in revamp

By William Dawkins in Paris

AIR FRANCE, the French national carrier, yesterday unveiled a complete overhaul of its organisation, just as industry officials said it was on the point of finalising an alliance with Sabena, the troubled Belgian carrier.

The French and Belgian groups are expected to announce shortly that Air France is to pay BF14bn (£1.16bn) for a 55 per cent stake in Sabena, with which it will make a commercial partnership based on their main hubs at Zaventem and Charles de Gaulle airports. A Belgian financial consortium is expected to provide another BF12bn.

Air France made no official comment, but it is understood that the deal is to be completed shortly. Only last year, the group took over its two national competitors, Air Inter, the domestic airline, and UTA, the long-haul carrier to Africa and the Pacific. This was subject to strict conditions demanded by the European Commission, which can be expected to study a reorganisation agreed by the board yesterday.

The changes are the result of a nine-month study by Andersen Consulting, the management consultants, on how Air France

could cut its costs and become more competitive in the face of increased competition in Europe and from US and Asian airlines.

Air France is to merge UTA's routes with its own, phase out the UTA flag by the end of 1993, but keep the subsidiary's management and remaining staff in place.

Air France and UTA had some overlapping routes, but the change will also allow the national carrier to enlarge its network, said an official. It is not yet known how the job cuts will be shared between UTA and Air France.

The French national carrier is also selling its central Paris headquarters for FF1.6bn and will move to Charles de Gaulle airport, north of the capital, by 1995. This extra cash comes on top of the FF1.3bn of capital to come from the French government and from Banque Nationale de Paris.

From the start of next year, Air France will restructure its management into three divisions in charge of freight, passengers and operations while the 60 regional divisions will be reduced to 30, with greater autonomy than before. Air France's seven-tier management hierarchy will be reduced to a five-tier system.

The changes should enable Air France, which made a FF71.7m loss last year, to break even from 1993, said the group.

Lep shares stabilise as banks agree on credit

By Jane Fuller in London

THE SHARE price of Lep Group, the UK security and distribution concern, which is 27 per cent owned by ADT, stabilised at 27p yesterday after falling from 37p to 20p this week.

The group said it had signed a credit agreement with 23 of its 30 banks, led by National Westminster. Mr John East, chief executive, was confident the remaining seven would come into line.

Mr East said Lep had been heading for breach of its loan covenants, which had been suspended during 2½ months of talks with the banks.

Net debt rose from £400m (£656m) to £470m in the first six months, although just over half

of this was exchange-rate effects. Operating profit fell to £20.1m (£23.3m) and the cost of managing joint property ventures knocked off a further £1.1m to give £19.0m profit covering £17.1m of interest payments.

Interim pre-tax profit fell from £10.4m to £7.9m on sales of £749.1m (£740.2m) and the dividend was passed. Lep said full-year profit would be less than half last year's £29.4m.

The group said a £20m extraordinary provision for losses on US property might be made at the year-end. National Guardian, the US security systems business which Lep is trying to sell, contributed £9.4m (£12.3m).

Higher rate of interest. Consequently there is a "positive carry" - the bank is able to earn a margin on the funds before disbursement.

The bank has now completed four loans to projects in eastern Europe. The first, approved in late June, was to Poland's Bank of Poznan for a heat supply project.

The most recent financings, announced this week, include a DM10m (\$8m) loan to Petofi Nyomda, a recently privatised



EBRD president Jacques Attali argues that money is only part of the solution to Eastern Europe's problems

Raising cash to invest in the east

Tracy Corrigan reports on the EBRD's successful first borrowing

packaging company and an Ecu 81.7m agency line to finance small and medium-sized enterprises, in a joint venture with NMB Postbank. A \$10m equity investment in the Czechoslovakia Investment Corporation, a country fund dedicated to small and medium-sized enterprises, was also announced last week.

The EBRD's first borrowing also carries financial benefits. In this particular instance, the fixed-rate Ecu liabilities of the Ecu 500m deal were swapped into floating-rate dollars, Ecu and D-Mark liabilities at a margin below the London interbank offered rate. The proceeds of the swap are then invested in short-term instruments, paying a

| THE EBRD'S PROSPECTIVE BORROWERS | | | |
|----------------------------------|---------------------|-------------|------|
| Population (millions) | GDP per capita (\$) | Debt (\$bn) | |
| Bulgaria | 9.0 | 1,112 | 10.8 |
| Czechoslovakia | 15.6 | 2,794 | 8.1 |
| Hungary | 10.5 | 1,111 | 21.6 |
| Poland | 37.0 | 1,655 | 41.8 |
| Romania | 23.3 | 1,383 | 0.5 |
| Yugoslavia | 23.3 | 5,008 | 60.0 |
| USSR | 286.0 | 4,287 | 60.0 |

Source: Morgan Guaranty Trust

Around 20

INTERNATIONAL COMPANIES AND FINANCE

MFI sees annual pre-tax deficit increase to £22.7m

By John Thorhill in London

MFI, the UK furnishings group, yesterday reported a substantially increased annual pre-tax loss of £22.7m (£39.2m) as it grappled with the recession and the costs of servicing the mountain of debt it assumed at the time of its £718m management buy-out in 1987.

The deficit at the group, in which the Asda grocery business retains a 25 per cent stake, deepened from £18m in the previous year, as margins were eroded and the interest charge rose by £12.6m to £78.8m.

However, Mr Derek Hunt, chairman, was optimistic about the future and confident of paying down £15m of debt due in April 1992. He said that during the year MFI had increased operational efficiency and market share in its core areas.

In the year to April 27, operating profits slipped 15 per cent to £48.8m, although turnover rose 4 per cent to £620.7m. Following an extraordinary charge of £2.9m – relating to the closure of concession operations – the company recorded a total loss of £24.5m for the year, compared with £2.2m the previous year.

Plans to float the business had been shelved until the company gained a clearer picture of where the economy was heading, said Mr Hunt. No decision was expected before the end of the year.

MFI said the recession had hit the company earlier in 1990 and the decline in consumer spending and the mounting interest bill "endangered the very existence of the group".

However, the group's financial position was stabilised this April after it rescheduled its debt repayments. Apart from the £15m repayable in April 1992, £25m becomes due in

November 1992, followed by £30m the following April.

Mr John Randall, finance director, gave three reasons for the higher interest costs: £155m of debt moved from fixed to floating rates during the year; £50m of debt to Chemical Bank became liable for interest payments; and a favourable interest hedging on a further £25m of debt expired.

He estimated that lower interest rates would reduce the charge by between £4m and £5m in the current year.

MFI ended the year in a cash neutral position after improvements in the working capital position, a reduction in capital expenditure to £17.5m, against last year's figure of £24.4m, and a lower depreciation charge of £2.3m, compared with £3.3m.

During the year the company shed almost 700 jobs, about 8 per cent of the working force.

Nordbanken falls into the red amid mounting credit losses

By John Burton in Stockholm

NORDBANKEN, the Swedish state-controlled bank, yesterday reported an unexpectedly large loss of SKr1.6bn (£765.3m) for the first eight months of 1991 as credit losses and provisions climbed to almost SKr8bn.

Nordbanken is the first big Swedish bank to fall into the red following a year-long crisis in the country's finance and property sectors which has saddled the banking industry with a growing amount of bad loans.

Similar credit losses, the result of financial deregulation and a borrowing boom in the 1980s, have already severely affected banks in the rest of the Nordic region, particularly in Norway.

Nordbanken predicted that total credit losses for the year would amount to SKr9.5bn, the largest in the country's banking history and far above the forecast of SKr3.5bn it gave four months ago. Nordbanken had credit losses of SKr6bn last year.

Moody's Investors Service has placed the ratings of Nordbanken under review for possible down-grade, Reuter reports.

Moody's said it was reviewing the bank's ratings for long-term deposits, senior unsecured debt, and subordinated debt, currently all at double-A.

About \$1.7bn of debt is affected.

The projected losses for 1991, which consist of about 20 large loans, amount to 3.5 per cent of total lending volume and cover about two-thirds of the non-performing loans on the bank's books.

The sharp increase in losses stems partly from the collapse last month of the corporate empire controlled by Mr Erik Penser, the Swedish financier, who had a 13.5 per cent stake in Nordbanken.

Mr Allan Larsson, the outgoing finance minister, urged the new government to proceed with the share issue.

Nordbanken, his biggest

creditor, took control of Nobel Industries, the chemicals and defence group created by Mr Penser, after he defaulted on loans.

The bank warned that expected credit losses could rise further this year if the property market worsens. Nordbanken is heavily involved in lending.

Yesterday's result poses a potential political problem for Sweden's new non-socialist government. It wants to privatise Nordbanken, but that seems unlikely for the moment with the bank reporting losses.

The non-socialists also criticised a proposal last month that the Swedish state subscribe to a SKr10m new share issue by Nordbanken. This would allow the bank to reach a capital adequacy ratio of 8.3 per cent by end of 1992, while increasing its capital base to SKr22bn.

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Nordbanken, his biggest

Republic of Poland

Ministry of Privatisation Invitation to Negotiate

PRIVATISATION OF PZKS-AMINO

As part of the Polish Government's Privatisation Programme and in accordance with Article 23 of the Act on the Privatisation of State-Owned Enterprises 1990 ("Privatisation Act"), through its advisor CA Investment Banking AG, an invitation is extended by the Ministry of Privatisation ("the Ministry"), acting on behalf of the State Treasury of the Republic of Poland, to interested parties with proven experience in the food processing industry to record and thereafter pursue their interest in purchasing a majority interest in a newly incorporated joint stock company known as PZKS-Amino.

In addition to the proposed sale of a majority interest in PZKS-Amino to an industrial purchaser, employees of PZKS-Amino and traditional suppliers will be offered shares in the company in accordance with the Privatisation Act.

PZKS-Amino is a leading processor of fruits and vegetables, producing powdered soups, desserts, and grain coffee.

This invitation is extended as part of the privatisation initiative for the Polish food sector currently undertaken by the Ministry, which has retained CA Investment Banking AG as its advisor on the privatisation of this industry sector.

Manufacturing companies (principals only) should record their interest in the above matter by contacting the undermentioned transaction manager whereupon they will be sent a confidentiality agreement for execution as a condition precedent to their receiving an information memorandum on PZKS-Amino. Notifications of such interest must be received no later than October 4, 1991.

The Ministry reserves the right to alter or amend the above details at its sole discretion. Inquiries should be addressed to:

LONDON
James Riley-Pitt or Guy Verduyster
CA Investment Banking AG
29 Gresham Street, London EC2V 7AH
Tel: (4471) 822 2703 Fax: (4471) 822 2610
VIENNA
Stefan Kriegstein or David Geske
CA Investment Banking AG
Dr. Karl-Lueger-Ring 12, A-1010 Wien
Tel: (431) 531 84 30 Fax: (431) 639 260

CA INVESTMENT BANKING AG CREDITANSTALT BANKVEREIN GROUP

US \$200,000,000

BATIF

Guaranteed Floating Rate Notes due 1996 with
Guaranteed Floor WarrantsFor the period from September 26, 1991 to
March 23, 1992 the Notes will carry an
interest rate of 5.54% per annum with an
interest amount of US \$397.01 per
US \$10,000 Note.The interest amount per Floor Warrant
tranche A: US \$10.74
The interest amount per Floor Warrant
tranche B: US \$4.42The relevant interest payment date will
be March 23, 1992.Agent Bank:
Banque Paribas Luxembourg
Société Anonyme

USD 500,000,000

BANQUE NATIONALE
DE PARISUSD 500,000,000
Unated Standardized Floating Rate NotesNotice is hereby given that the rate of
interest for the period from September
26th, 1991 to March 26th, 1992 has
been fixed at 5.625 per cent per annum.The coupon amount due for this period
is USD 2,944.66 per USD 100,000 denomination and
USD 2,944.66 perUSD 100,000 denomination and is
payable on the interest payment date
March 26th, 1992.The Fiscal Agent:
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UK bank to enter life assurance market

By David Barchard in London

ABEY NATIONAL, the retail banking group and second largest UK mortgage lender, is to enter the life assurance market

for interest payments, and a favourable interest hedging on a further £25m of debt expired.

He estimated that lower interest rates would reduce the charge by between £4m and £5m in the current year.

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However, the group's financial position was stabilised this April after it rescheduled its debt repayments. Apart from the £15m repayable in April 1992, £25m becomes due in

Aboard the banking bandwagon

Kerin Hope looks at a Greek industry on the move despite recession

PRIVATE banks are springing up in Athens like mushrooms after an autumn shower.

No fewer than four new Greek banks have opened for business in the past nine months, while two more are expected to start taking deposits before the end of the year.

Several more applications for banking licences are awaiting

approval from the Bank of Greece, despite the fact that the capital requirement for Greek banks is now £10.5m.

The rush into banking comes as Greece endures a recession that has deterred all but the most determined businessmen from investing. Interest rates have hovered around 30 per cent for the past two years.

More than 5 per cent of total deposits – about £600m – have been withdrawn from the banking system since January, when the government introduced a 10 per cent tax on interest earnings.

However, cautious but steady deregulation since 1987 has radically changed the structure of Greek banking. Controls on interest rates have been abolished, compulsory reserve requirements reduced and curbs on capital movement lifted.

Bank profits rose to record levels last year, led by the two

existing Greek private banks which both increased their earnings by over 60 per cent.

"Banks have been making high profits because commissions are still large and the spreads are so big – 3 or 4 per cent at least," says Mr David Watson of Xiosbank, "Greek entrepreneurs see a chance of making good money in Greece."

Behind the new banks are some prominent names in Greek shipping and industry.

Xiosbank is controlled by the Vardinoianis group, with interests ranging from shipping and oil refining to soccer clubs, a newspaper and a private television station.

Xiosbank wants to become Greece's leading consumer bank. It is launching products designed to draw customers away from the state-owned banks, which still control about 80 per cent of the market despite a reputation for slow, bureaucratic service. Personal loans, interest-bearing checking accounts and speedily arranged housing mortgage loans are all available.

"Capital and money markets here are not very deep or mature as yet, so deposits are king. To run a successful bank you must have a good deposit base," says Mr Watson. Since opening in March, Xiosbank has attracted £12m in deposits, while loans total £12m.

The most ambitious of the new banks is Euromerchant, the Athens arm of the banking empire controlled by Mr John Latsis, with banks in Greece, Luxembourg, Monaco and London. The group's total equity amounts to about \$500m, of which some \$170m is accounted for by Private Bank in London, belonging to the same holding group as Euromerchant.

Euromerchant has already embarked on a joint venture with Alco, the Greek subsidiary of American International Group, a leading US insurer. The venture involves creating a management company to set up mutual funds on an international basis. The bank is also co-managing a venture capital fund in co-operation with leading Greek businessman.

"The other banks in our group specialise in private banking, but we're in a different environment, so we're developing other activities as well – corporate banking for selected clients, investment banking and project financing," says Mr George Gonikas of Euromerchant.

A veteran Greek banker, Mr Gonikas headed a successful state-owned Greek investment bank and went on to help establish Banco Português de Investimento (BPI), now Portugal's leading private bank.

German charter airline and Club Med in venture

By Christopher Parkes in Bonn

LTU, Germany's leading

charter airline, is going into the upmarket holiday camp business in partnership with the French specialist Club Med.

Announcing a 50-50 joint venture in Düsseldorf yesterday, the companies said they planned to open three clubs specifically for German tourists in time for the 1993 holiday season.

By 1995, they aim to have a chain of 10 or more 500-bed encampments scattered through the Mediterranean and Caribbean, catering for 60,000 visitors a year.

The company said it had made progress in updating Italy's often lamentable telephone system, with 80 per cent of main trunk exchanges now digitalised.

years, the partners said.

Club Med, which entertains about 2m people a year in 25 holiday resorts across more than 30 countries, will build and manage the clubs, and LTU will handle the marketing and transport.

The French group set up a German branch of Club Med in 1976, but has managed to attract only about 80,000 customers a year from an estimated potential market of 5m.

The new club chain, according to Mr Marc-Joseph Driesse, LTU managing director, would be a core business in the group's portfolio. LTU runs the third largest travel bureau business in Germany.

MINORCO

Notice to Holders of Bearer Share Certificates Payment of Coupon No. 8

With reference to the notice of proposed final dividend advertised in the press on September 20, 1991, the following information is published for the guidance of holders of bearer share certificates.

The dividend of 34 cents was declared in United States currency. Subject to the approval of shareholders at the Annual General Meeting on November 14, 1991, the dividend will be paid on or after November 19, 1991, against surrender of Coupon No. 8 detached from bearer share certificates as follows:

(a) at the offices of the Corporation's Commercial paying agents:

Banque Générale du Luxembourg Credit du Nord 14, rue Aldringen 6-8 boulevard Haussmann Luxembourg 75009 Paris France Grand Duchy of Luxembourg

(b) at the London Securities Department of Barclays Bank plc, Stock Exchange Services Dept, 168 Fenchurch Street, London EC3P 3HP. Unless persons depositing coupons at such office request payment in United States dollars (in which case they must comply with any applicable Exchange Control regulations), payment will be made in United Kingdom currency either:

(i) in respect of coupons lodged on or prior to November 12, 1991, at the United Kingdom currency equivalent of the United States currency value of the dividend on October 29, 1991; or

(ii) in respect of coupons lodged on or after November 13, 1991, at the prevailing rate of exchange on the day the proceeds are remitted to the London Securities Department of Barclays Bank plc.

Coupons must be left for at least four clear days for examination (eight days if payment in United States currency has been requested) and may be presented any weekday (Saturday excepted)

INTERNATIONAL COMPANIES AND FINANCE

Asahi struggles to keep momentum

By Emiko Terazone in Tokyo

ASAHI Breweries, the Japanese brewer which doubled its market share and changed traditional marketing methods by inventing dry beer, is now having difficulty in maintaining its position. Shipments by Asahi have remained flat year-on-year for the first eight months of this year, while the three other leading beer companies — Kirin, Sapporo and Suntory — have increased shipments by 5 per cent.

Unlike British beer-makers, which market products by identifying themselves with traditional images, Japanese beer companies try to quench the Japanese consumer's thirst for novelty with new products and flashy packaging. The trend was triggered by Asahi's success with its dry beer — a sharper tasting brew with higher alcohol content — which was a response to the continuing diversification of consumers' tastes.

ACM capitulates to hostile bid

By Kevin Brown in Sydney

THE BOARD of Australian Consolidated Minerals (ACM) yesterday ended its defence against a hostile A\$260m (US\$208m) joint bid by Western Mining Corporation and Normandy Posideon by recommending that shareholders accept the offer.

The announcement formally ends the battle for ACM, although the bidders claimed victory last week after AFP Group, the company's largest shareholder, accepted the A\$11-a-share offer for its 30 per cent stake.

Acceptances from small shareholders have since given the bidders a majority shareholding. Resplend, the jointly owned bid vehicle, yesterday said it owned 65.83 per cent of ACM.

The announcement by the ACM board reflected Resplend's

| JAPAN'S BIG FOUR BREWERS' MARKET SHARE | | | | | | |
|--|---------------|------------------------|-----------------------------------|---------------|------------------------|-------------------------------|
| | Volume (%) | Change/ year (%) | sales % change ¹ | Jan-Aug 91 | Change/ year (%) | Change/ month ² |
| Kirin | 49.2 | 1.1 | 11.0 | 49.5 | 0.6 | 5.0 |
| Asahi | 24.7 | -0.2 | 8.0 | 24.3 | -1.0 | 0.0 |
| Sapporo | 18.0 | -0.7 | 6.0 | 18.1 | 0.3 | 5.0 |
| Suntory | 8.1 | -0.2 | 4.0 | 8.1 | 0.1 | 5.0 |
| Total | 100 | | 3.0 | 100.0 | | -3.5 |

¹ Year to year figures. ² For entire industry. +0.2% year-on-year in 1990; +5.1% year-on-year in 1989.

Source: Nikkei Zelzai Shimbu

According to Schroder Securities, the brokerage firm, the annual volume of beer shipments from 1980 to 1986 increased by a compound rate of 1.5 per cent. However, since Asahi's success in 1987, the growth rate has surged to 6.5 per cent. Last year, shipments by the four companies were estimated at 6.5m kilolitres.

With dry beer, Asahi turned itself around from a company with dwindling market share. Dry beer sales surged from

18.5m cases in 1987 to 75m cases in 1988. Sales topped 100m in 1989, pushing Asahi's market share to about 25 per cent, surpassing Sapporo.

However, Asahi's problems started last year when Kirin Beer, the market leader, launched a premium-priced luxury beer called Ichibanshori. In March, Asahi tried to compensate for the slowing growth in sales of its dry beer by releasing its highly publicised "Z" brand, but the new

Paper companies consider US recycling plant

MACMILLAN Bloedel of Canada and Germany's Haindl Paper are considering building a US\$400m paper recycling mill in California, writes Robert Gibbons in Montreal.

The single-machine mill, which could be given the go-ahead in early 1992, would be owned equally by the two companies. Its capacity would be 250,000 tonnes a year.

MacMillan Bloedel, 49 per cent owned by Noranda Forest and part of the largest Canadian forest products group, said in a statement: "Our best option is to serve the recycled market from the urban forest of recycled papers in California rather than ship waste back to British Columbia."

California is one of the most important markets for British Columbia newsprint producers.

Gevaert reports steep rise in earnings

By David Buchan in Brussels

GEVAERT, the Antwerp-based financial holding company, yesterday announced a sharp rise in its earnings to BFr1.98bn (US\$7.7m) in the first half of this year, compared with BFr1.1bn in the same period last year.

As the best companies are now gearing up for autumn campaigns, Asahi hopes to strike back with yet another new beer. The autumn campaign will be the first launched by Japanese beer industry, as beer sales, which have tended to flatten out in the cooler weather, have been growing steadily.

Asahi launched its new premium beer last week, while Kirin has started selling an "autumn beer" earlier this month to be marketed until November. Suntory also released its Beer Nouveau — a limited edition product made from barley and hop harvested in the same year as the beer was brewed.

Gevaert has bought a 3 per cent stake in Compagnie de Navigation Mixte, a French holding company.

The company forecast that for the year, group earnings could be "at least 15 per cent" higher than last year, setting the possibility of book value adjustment on certain assets against the high level of capital gains already recorded.

• BARCO, the Flemish electronics group, yesterday announced a sharp fall in net post-tax profits to BFr30m in the first half of this year, compared with BFr410m.

It said the decline was largely due to a 10 per cent drop in turnover, which it attributed to the Gulf war's impact on investment, to the recession in two of its most important export markets, the US and the UK and to general problems in the textile sector.

The survey shows that the rate of growth of new European investment in the 13 states decreased by 16 per cent in 1990, compared with the previous year, and by a further 35 per cent in 1991. This is presumably due to the slowing of the US economy and the new opportunities closer to home created by the European Community's single market initiative and the opening up of eastern Europe.

Most European-owned com-

National patterns found in foreign investment in US

By Martin Dickson in New York

THERE was an Englishman, a German and a Japanese, and they all wanted to start up businesses in the US. The Englishman launched a noisy takeover bid for a US rival; the German quietly set up his own green field operation; and the Japanese team did roughly the same as the German, with a little more emphasis on joint ventures with local partners.

Those, at least, are the national stereotypes which emerge from a study of European direct investment patterns in the US which provides tentative answers to how and where foreign companies spend their money in the US, and what issues cause their managers to lose the most sleep.

The study was carried out by KPMG Peat Marwick, the consulting firm, for the European Institute, a non-profit organisation concerned with European-American relations, and it was based on interviews with more than 1,600 foreign investors in 13 US states.

The survey is not exhaustive — for example, the states covered do not include California and New York — but it does throw significant fresh light on corporate decision-making.

European direct investment in the US soared from \$34.5bn in 1980 to \$42.5bn at the end of 1990, and while it is still growing, the pace has slowed sharply from the heady days of the mid-1980s.

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Most European-owned com-

Holden profits tumble 64% on weak demand

By Kevin Brown

GENERAL Motors Holden's Automotive (Holden), the Australian subsidiary of General Motors of the US, yesterday blamed weak demand for a 64 per cent fall in net operating profit to A\$55m (US\$41.1m) last year.

Mr Bill Hamel, managing director, said sales had fallen A\$400m to A\$2bn despite the company's success in maintaining the Commodore as Australia's most popular car.

"To have the number one selling car and see a profit drop of this scale is as good an indicator as you can get of the difficult economic circumstances under which the industry has been operating," he said.

Mr Hamel said he was optimistic that car sales would grow as the economy begins to recover towards the end of the year. "Business fleets in particular should begin to move in coming months as the cost of maintaining increasingly ageing car fleets begins to bite," he said.

Mr Hamel said Holden had operated close to full capacity utilisation in 1989-1990, when demand was strong and sales of the Commodore surpassed the company's original estimates.

"Unfortunately, this past financial year has witnessed a reversal in all three of these

conditions," he said.

Mr Hamel said Holden's ability to make profits in the depressed market proved that the company's structure had positioned it to weather "even a severe economic environment".

However, he warned that the car industry faced a challenging period as it struggled to adapt to federal government plans to reduce protection from import competition.

The reduced tariff framework set for the auto industry is such that we must significantly improve our productivity and international competitiveness," he said.

However, business in this country cannot hope to achieve the required productivity gains without having the right [economic] climate for taking such investment decisions."

Holden's result is in line with poor results announced by three of the other four Australian car manufacturers, all of which are subsidiaries of US or Japanese groups.

Nissan made a record A\$125m net loss on domestic Australian operations last year, while Ford lost A\$82m. Mitsubishi's net profit was down from A\$41m to A\$15m. Toyota has not yet reported for the latest period, but is believed to have suffered a downturn in earnings.

Varity to appeal against US jury award of \$46m

VARITY, the diversified automotive and farm equipment group which recently moved its head office from Canada to the US, said yesterday it would appeal a US jury award of nearly US\$46m to 233 former employees in Des Moines, Iowa. The appeal process could take two years, writes Robert Gibbons in Montreal.

Former employees of Massey Combines won the award covering severance, retirement and health benefits which had been cut off when the subsidiary declared bankruptcy in 1988. Massey Combines was the US farm machinery arm of Massey-Ferguson, since renamed Varity.

The US\$46m award included punitive damages of US\$36m.

Varity now based in Buffalo, New York state, was sued by its Canadian farm machinery employees in 1990 on a similar issue. This action was settled with a C\$27m (US\$23.8m) payment to more than 3,000 former employees and retirees.

Unfortunately, this past financial year has witnessed a reversal in all three of these

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To be opened soon

PUBLIC WORKS LOAN BOARD RATES Effective 25 Sept. 1991

| Term | SPY | ATT | Industry |
|------------------|--------|--------|----------|
| Over 1 up to 2 | 10 1/2 | 10 1/2 | 10 1/2 |
| Over 2 up to 4 | 10 1/2 | 10 1/2 | 10 1/2 |
| Over 4 up to 5 | 10 1/2 | 10 1/2 | 10 1/2 |
| Over 5 up to 6 | 10 1/2 | 10 1/2 | 10 1/2 |
| Over 6 up to 7 | 10 1/2 | 10 1/2 | 10 1/2 |
| Over 7 up to 8 | 10 1/2 | 10 1/2 | 10 1/2 |
| Over 8 up to 9 | 10 1/2 | 10 1/2 | 10 1/2 |
| Over 9 up to 10 | 10 1/2 | 10 1/2 | 10 1/2 |
| Over 10 up to 15 | 10 1/2 | 10 1/2 | 10 1/2 |
| Over 15 up to 25 | 10 1/2 | 10 1/2 | 10 1/2 |
| Over 25 | 10 1/2 | 10 1/2 | 10 1/2 |

Note: Grade A is 1 per cent higher. Grade B is 1 per cent higher in each case.

Interest rates are subject to change. Payment of interest is monthly. Payment of principal is semi-annually.

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Johannesburg Consolidated Investment Company, Limited

(Incorporated in the Republic of South Africa - Reg. No. 01/00429/06)

Extracts from Chairman Patrick Retief's Review

Results

The financial year was characterised by international and local developments that resulted in unfavourable trading conditions for Johannesburg. Against this background, the results are satisfactory. Earnings attributable to shareholders declined from R430 million to R418 million. Equity-accounted earnings declined by 6.1% to R56 million and the total dividends for the year were maintained. The nature and spread of Johannesburg's major strategic investments insulated the Group from the worst effects of the unfavourable trading conditions.

Platinum

Earnings from Rustenburg Platinum Holdings grew by 9.6% although the platinum price suffered a net decline over the year.

Potgietersrust Platinums is to develop a new mine on the Platreef, the working costs of which will be among the lowest in the industry.

Gold

Income from gold mining investments again declined sharply. Remedial actions taken at Western Areas returned the company to profitability.

Diamond

The Group's diamond interests continue to account for a substantial portion of its income, although the diamond trade was affected by the general economic slow-down.

Ferrochrome

The enlarged Consolidated Metallurgical Industries is well placed to take advantage of firmer conditions in the ferrochrome market when these eventuate.

Coal

The attributable profits of Tavistock rose by 41.7% to R48.9 million and its share of the export market will again improve with the commissioning of the Arthur Taylor Colliery extension.

Industrial

In a difficult environment the Group's non-managed industrial investments again performed satisfactorily.

Outlook

The difficult trading conditions experienced by the Group last year will probably persist during the current financial year. Although there are indications of a gradual recovery in the World economy this is unlikely to gather sufficient momentum to be of appreciable benefit to our major export-oriented interests.

In view of this, it would be imprudent at this early stage to venture a forecast of the Group's earnings for the current financial year.

The Annual General Meeting will be held in Johannesburg on 24 October 1991.
Copies of the Annual Report are available from the London Secretaries, Barnato Brothers Limited, 99 Bishopsgate, London EC2M 3XE.

Rémy

& ASSOCIES

DIVIDEND INCREASED BY 5%

The Annual General Meeting of the shareholders of Rémy & Associes was held on 19th September 1991. At the meeting passed over by the Chairman Ralph M. Browning, the Group's accounts for the fiscal year ending 31st March 1991 were approved.

The shareholders also approved the Board's proposal to pay a net dividend of FRF 2.40 per share, an increase of 5% over the previous year.

This dividend underlines the policy pursued by Rémy & Associes towards shareholders. It also reflects the management's confidence in the Group's future performance. This dividend will be paid on 1st October 1991 to shareholders on the register at 1st October 1991.

REMY & ASSOCIES EXPANSION

Shareholders were also informed of the planned merger of Rémy & Associes and Pavis, and the proposal that the new company be called REMY-CORTHEAU.

Ralph M. Browning, Chairman, expressed his strong support for the merger, which he said would give shareholders in the newly quoted Group an opportunity to be involved in a wider entity.

Rémy & Associes and Pavis together would include Rémy Martin and Cointreau, the champagne houses Krug, Charles Hennebique and Pigeon Hébrard, Giffard Impérial, Mount Gay rum and the Cointreau's wines, as well as Saint James rum, Cidre des Ducs orange juice, Cognac Pavis and Eau de Pavis. In addition, the new company would encompass the Spanish and French奔牛 (Bull) and the worldwide distribution network that the two companies now have.

Extraordinary General Meeting of the two companies will be held in the coming months to approve the merger. The terms of the merger will be announced at a later date and submitted to the Stock Exchange regulatory authorities.

Rémy & Associes Financial Department
6, Rue Paul Des Champs 75008 Paris - France

UNOCAL

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Guaranteed by

Unocal Corporation

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the six month period ending on 23rd March, 1992 has been fixed at 6.3125% per annum. The interest accruing for such six month period will be U.S. \$10.13 per U.S. \$10,000 bearer Note, and U.S. \$101.32 per U.S. \$10,000 bearer Note, on 23rd March, 1992 at the presentation of Coupon No. 12.

For holders of fully registered Notes the Rate of Interest for the six month period ending on 23rd March, 1992 has been fixed at 6.3125% per annum. The interest accruing for such six month period will be U.S. \$101.32 per U.S. \$10,000 fully registered Notes, and integral multiples thereof; payable 23rd March, 1992.

For holders of partially registered Notes the Rate of Interest for the six month period ending on 23rd March, 1992 has been fixed at 6.3125% per annum. The interest accruing for such six month period will be U.S. \$101.32 per U.S. \$10,000 partially registered Notes, and integral multiples thereof; payable 23rd March, 1992.

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INTERNATIONAL CAPITAL MARKETS

EBRD Ecu500m debut offer sells out in hours

By Tracy Corrigan

THE European Bank for Reconstruction and Development's debut offering in the international capital markets yesterday was sold out within a couple of hours of its launch. Dealers said they could have placed their allotments of bonds several times over.

INTERNATIONAL BONDS

Distribution of the Ecu500m deal was also extremely broad, with strong demand from the Far East and from European retail investors, as well as from the large European fund managers.

Given the relatively small size of the deal, compared with other benchmark issues, and the rarity value of the EBRD name, dealers said the paper could become quite tightly held.

The success of the deal, at a time when the Ecu market has been providing a less-than-sparkling performance, was largely attributed to the special interest aroused by the EBRD name.

The five-year deal was priced to yield 8.82 per cent, which was the same level as Belgium's Ecu25m five-year bonds were trading in the

secondary market. Spain's Ecu1b issue of five-year bonds were trading at a slightly higher yield of 9.02 per cent.

Although the EBRD is a stronger credit than both these sovereign borrowers, dealers said the deal was sensibly priced, given the EBRD's priority of achieving a successful debut issue, combined with attractive funding costs.

According to the EBRD deal, one of its member-countries also tapped the bond market yesterday. Hungary, through the control of the National Bank of Hungary, launched a DM400m deal, increased from DM250m, via Dresdner Bank.

The deal met firm demand from German retail investors, who also bought South Africa's DM400m deal with some enthusiasm.

Although Hungary remains encumbered by one of the highest debt burdens in eastern Europe, its economic prospects appear to be improving. The deal was quoted at 9.82 bid from the issue price of 100%, comfortably within 2% point fee.

In the dollar sector, Kreditanstalt für Wiederaufbau, the German agency, followed up on the success of Belgium's 10-year

dollar deal on Tuesday with a further \$350m of 10-year bonds.

The KfW deal also met firm demand, as bullish sentiment on dollar bonds persists.

In the French domestic market, SNCF, the French state railway, launched a FF2.8bn domestic bond issue, with a FF1.6bn international tranche. SNCF is one of a group of French state borrowers trying to promote international trading of its domestic debt. Both the international and domestic portions of the deal were sold out.

Elsewhere, the World Bank launched its first deal in the Portuguese market, an Ecu150m five-year "Caravela" bond (a foreign bond in the Portuguese domestic market) via Banco Português Investimento.

It is the 14th such issue in the nascent Portuguese market for foreign borrowers.

The coupon level of 12 per cent is the lowest to date, reflecting dropping interest rates in Portugal, as inflation in that country falls and European economies start to converge.

The issue was quoted at less 1 bid, well within 1% point fees, with distribution concentrated in Switzerland, Germany and Italy. The deal was swapped into floating rate D-marks.

NEW INTERNATIONAL BOND ISSUES

| Borrower | Amount m | Coupon % | Price | Maturity | Fees | Book runner |
|-------------------------|----------|----------|-------------|----------|------------|----------------------|
| US DOLLARS | | | | | | |
| KfW Int.Finance(a) | 200 | 8% | 98.82 | 1995 | (1) | Merrill Lynch |
| Avon Nv(b) | 250 | 8% | 98.70 | 2001 | 0.252/0.26 | Deutsche Bk Cap.Mkt. |
| Far East Textiles(b) | 100 | 7 | 101.07/9.76 | 1994 | 1.5/1.3 | Nikko Soma |
| | 50 | 4 | 100 | 2006 | | Bronson Bros. |
| ECUs | | | | | | |
| EBRD(a) | 500 | 8% | 99.83 | 1995 | 4/0.15 | Morgan Stanley Int. |
| STERLING | | | | | | |
| EBRD(b) | 50 | 11% | 105.34 | 1995 | - | JP Morgan |
| D-MARKS | | | | | | |
| Nat.Bk of Hungary(a) | 400 | 10% | 100.2 | 1998 | 2.4/1.5 | Dresdner Bk |
| Yehuda Construction(a) | 100 | 5% | 100 | 1995 | 2.4/1.5 | Daiwa Europe GmbH |
| Sundries Textile Co.(a) | 100 | 5% | 100 | 1995 | 2.4/1.5 | WestLB |
| ECUROS | | | | | | |
| World Bank(c) | 15bn | 12 | 101 | 1996 | 1.5/1.14 | Eco.Portuguese Inv. |
| SWISS FRANCS | | | | | | |
| Uni-Chem Corp(d)++* | 100 | 5 | 100 | 1995 | - | Credit Suisse |
| YEN | | | | | | |
| Kyoto Corp(e) | 300m | 6.5 | 101.5 | 2000 | 2.1/1.4 | Nikko Soma |
| Alpha Electro(f) | 320m | (e) | (e) | (e) | (e) | Nomura Int. |

++Private placement. 80 convertible, 90% equity warrants. 25% rating note. (f)Final terms. (g) Non-callable. (h) Issue declining 25% annually. (i) 3 issues launched: 1. Amount: Y10bn, coupon: 17.10%; 2. 101.5%; 3. 101.5%. (j) 2 issues launched: 1. Amount: Y10bn, coupon: 17.10%; 2. 101.5%. (k) 2 issues launched: 1. Amount: Y10bn, coupon: 17.10%; 2. 101.5%. (l) 2 issues launched: 1. Amount: Y10bn, coupon: 17.10%; 2. 101.5%. (m) Coupon payable semi-annually. Selling concession fees 1-2%. Average life 3-2%. (n) fungible with existing 27m deal. Non-callable.

France presses on with liberalisation

William Dawkins on plans which should help Paris recover business lost to London

NO sooner has the Paris equity market digested its own version of the Big Bang than a fresh round of reforms is getting under way.

Over the past three years, the government and the bourse authorities have broken up the old cartels, modernised the market's settlement and trading services, and overhauled its rules.

The first step to liberalisation began in December, as the trend accelerated under the former Gaullist government, and is now being continued, determinedly by Mr Pierre Bérégovoy, the socialist finance minister.

Stockbrokers' traditional monopoly began to crack in 1988, when for the first time banks were allowed to buy brokers' firms. Since then, all but four of the 58 member firms have linked with an outside partner, and 18 are now majority foreign owned, according to bourse authorities.

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inevitable failures, the climax of which was last year's spectacular collapse of Tuffier et Associés.

The first step in the modernisation of the bourse began with the introduction of paperless ordering in 1984, two years later with continuous centralised trading on the so-called CAC system (Cotation Assistée en Continu), and the opening of the Matif futures and options market in 1987.

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Stock market professionals are putting pressure on the government, in a report published in July, to reduce restrictions on the block market for big investors, reduce taxes and improve incentives for private investors, in order to make Paris more competitive.

Local stockbroking firms were losing business to Seaq International even before the 1987 crash, say officials. Many of them have also had their profits painfully squeezed by a fall in commission rates, now at an average of 0.65 per cent, say bourse officials.

Several operators have been forced to trim their operations, so that the number employed by Paris stockbrokers fell to 5,000 from 6,500 in 1990 alone, according to a study by Price Waterhouse. There have been

13 days of trading since the

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Hogg advances to £8.3m despite soft insurance rates

By Richard Lapper

IN SPITE OF soft insurance rates and falling interest rates, Hogg Group, the international insurance broking company, yesterday reported a 14 per cent increase in pre-tax profits to £8.26m in the six months to June 30.

Earnings per share rose 8 per cent to 7.52p (6.98p). The interim dividend is increased by 5 per cent to 3.15p (3p).

Profits from the core broking business rose by 15 per cent to £8.15m (£7.04m), after deduction of all interest charges and central costs.

Turnover rose to £55.8m (£47.8m) and expenses to £51.7m (£44.4m). Investment income fell marginally to £3.56m (£3.82m).

Successful hedging helped Hogg reduce the impact of the decline in the dollar - the group traded at an average rate of \$1.69 to the £1 and incurred a loss of just £100,000 on exchange rate movements.

Excluding this loss and the adverse impact of recent acqui-

sitions, brokerage income grew at an underlying rate of 9 per cent and expenses by 1 per cent.

The group generates about 70 per cent of its brokerage income from lower margin retail business and the remainder from higher margin but more volatile wholesale trading.

Brokerage income grew by 14 per cent in the UK - where the group claims that it is winning new business and retains a large quantity of existing areas.

Full-year pre-tax profits are expected to be at least £8.5m, an increase of 44 per cent. The board plans to raise the final dividend by 20 per cent to 4.15p (3.45p), following a 30 per cent increase in the final dividend last year.

Trading has been buoyant this year for the group, which is a market leader in Europe. It has seen growth of 29 per cent in Europe, 40 per cent in the Far East and 19 per cent in the US.

However, Mr Howard Whitehead, managing director, said institutional investors had expressed concern about the risks of the group being a single technology business.

The jet ink business was 10 years old and in time supply would begin to outgrow demand. Mr Whitehead pointed out: "All five competitors had put in extra capacity this year."

Domino plans to invest further in its core ink jet technology to increase market share.

It intends to strengthen its world-wide distribution network. As new markets for ink jet technology develop, particularly in eastern Europe, the Middle and Far East, there was an increasing need for direct support for distributors, the group said.

The group will also move into related business areas, such as machines and inks, which tend to involve high levels of goodwill since they are technology-based businesses.

Development of new businesses will require additional working capital.

It has net borrowings of £1m, but expects to become cash positive in five weeks.

£15m cash call by Domino Printing

By Michiyo Nakamoto

DOMINO PRINTING Sciences, a leading manufacturer and distributor of industrial ink jet printers, is raising about £15.3m net through a 1-for-4 rights issue.

The rights issue is priced at 80p on the basis of 1-for-4 ordinary shares and 4-for-5 convertible preference shares. The shares closed at 80p, a fall of 6p on the day.

Mr Raymond Dinkin, chairman and chief executive, said the cash call would position the group for further acquisitions.

The rights issue is priced at 80p on the basis of 1-for-4 ordinary shares and 4-for-5 convertible preference shares. The shares closed at 80p, a fall of 6p on the day.

Proceeds from the issue would go towards paying for Ipop and two other recent acquisitions: Adam Leisure, a nursery products and electronic games

group which cost £500,000, and Jones Custom Products, a Texas based self-adhesive label manufacturer, for which Porter paid \$1.3m.

These three companies would boost turnover of the consumer products division, which represented 43 per cent of sales last year. Mr John Jagger, former chairman of Peter Dominic, Grand Metropolitan's office licence chain, has been appointed to the newly-created post of chief executive of that division.

Mr Dinkin said the issue would eliminate debt of about £16m, leaving £16m for further expansion. He expected to make further purchases - probably in

Porter Chadburn seeks £20m to fund purchases

By Peggy Hollinger

PORTER CHADBURN, the leisure, packaging and sporting goods group which markets Head and Gola products, yesterday launched a £20m cash call, announced a further acquisition in the US, and appointed a chief executive to head its growing consumer products division.

The rights issue is priced at 80p on the basis of 1-for-4 ordinary shares and 4-for-5 convertible preference shares. The shares closed at 80p, a fall of 6p on the day.

Proceeds from the issue would go towards paying for Ipop and two other recent acquisitions: Adam Leisure, a nursery products and electronic games

tions. "We believe there are better values and opportunities now than there will be in six to nine months time," he said.

Ipop, the latest acquisition, was a high margin specialist labelling business based in Connecticut. It was "a hell of a good buy" at \$3.5m (£2m) initially, and maximum deferred payment of \$2.5m. In the year to July 31 its profits before interest and tax were \$844,000 on turnover of \$8.3m.

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Mr Dinkin said the issue would eliminate debt of about £16m, leaving £16m for further expansion. He expected to make further purchases - probably in

the packaging business - in the short to medium term.

"It is quite an aggressive issue," said Mr Paul Barnes of underwriters Charterhouse Bank, "but Porter Chadburn will be well-placed to buy other companies in a depressed sector."

Analysts have forecast pre-tax profits for the year to March 30, excluding recent acquisitions, at £7.1m compared to £7.2m last year.

Mr Dinkin said that if nothing was done with the proceeds, earnings would be diluted by between 4 and 5 per cent. "However, our intention would be to minimise the possibility of dilution."

Johnston Press improves 11% to £3.9m

By Michiyo Nakamoto

STANTHAL COST savings helped Johnston Press, the Edinburgh-based publisher and printer, avoid the full impact of the spreading recession and report an 11 per cent rise in pre-tax profits from £3.48m to £3.88m in the six months to June 30.

The shares rose 14p to 285p on the news.

Mr Fred Johnston, chairman, wrote: "The results for the half-year clearly reflect cost savings and good housekeeping rather than

any buoyancy in the market-place," he said.

The increase in profits came on lower turnover of £31.3m (£31.7m) and a fall in the interest charge to £2.00m (£22.000) due to a sustained improvement in liquidity.

The results for the group, which publishes 56 newspapers across the UK, reflect the resilient performance of the group's newspaper publishing activities in Scotland, where the effects of recession were later in coming.

The sharp fall in advertising

that was seen throughout the UK last year had a particularly marked effect on the West Sussex County Times. Nevertheless, profits remained satisfactory, the company said. West Yorkshire also held up well but the performance in Derbyshire was less satisfactory.

The performance from the bookbinding and library book-selling business was mixed. Considerable operating efficiencies raised profitability at Riley Dunn & Wilson's Falkirk operations.

On the other hand, a re-allo-

TVS share issue meets with lukewarm response

By Michiyo Nakamoto

TVS Entertainment, the ITV company for the south of England, received a lukewarm response from shareholders in its issue of new ordinary shares, which closed on Friday.

Just over 1 per cent, or 124,120 of the 11.65m shares being offered at 80p a share, was taken up.

The shares were unchanged yesterday at 29p.

The offer was made together with a £30m placing of 51.57m new and existing ordinary shares to a group of investors including Home Box Office, Daily Mail and General Trust, Canal Plus and the Générale des Eaux.

The placing and offer were made to inject much needed capital into the financially stretched TVS, which made a £54.1m bid to retain its independent television licence for the south-east of England after reporting an £8.3m loss in 1990.

Lower dairy volumes hit Clifford Foods

Clifford Foods, the dairy products, fruit juices and chilled foods group, yesterday reported a 5 per cent fall in pre-tax profits for the six months to June 30.

It blamed the fall, from £2.7m to £2.5m, on lower dairy product volumes and poor performances by Roy's Quality Foods and Morton Foods. It had responded by launching new products through multiple retailers.

Turnover fell from £27.6m to £27.3m, partly because of lower juice and dairy products sales and partly from the group's decision to sell milk to the franchisee rather than direct to the consumer.

The interim dividend is increased to 4.4p (4p), payable from earnings down to 10.25p (10.51p) per share.

Cornwall Parker cut by 8%

By Michiyo Nakamoto

THE SHARP deterioration in the housing market depressed Cornwall Parker in the year to July 31.

The furniture and fabrics group reported an 8 per cent fall in pre-tax profits from £2.71m to £2.05m.

However, the results, which were at the upper end of City forecasts, triggered a 10p rise in the share price to 255p.

The continuing appeal of its branded furniture in the recession helped limit the decline. The group said demand for new ranges was particularly buoyant and the contribution to trading profit from the furniture business increased to £1.65m (£1.59m) on turnover up to £58.2m (£56.6m).

This compared with a sales fall of between 6 and 10 per

cent in the furniture industry overall.

Mr Martin Jourdan, chief executive, said the group's target audience of those over 45 tended to buy branded products as a kind of "insurance" against damage. Furthermore, branded products tend to do well in a recession when people are more conservative in their buying habits.

Fabrics on the other hand, suffered from the mortgage crisis. The contribution from this source fell to £2.94m (£4.85m) on turnover down to £24.6m (£36.4m).

Combined turnover rose moderately to £92.8m (£92.4m). Earnings per share slipped to 13.2p (15.1p) but the dividend is maintained at 13p.

An extraordinary cost of

£2.08m included a trading loss of £302,000 from the disposal of County Kitchens, the loss-making kitchen furniture division that was sold to management earlier this year.

The group is not planning for any improvements in the first half of the current year, but expects to see growth resume in 1992.

In the meantime, it has tightened controls on working capital by "stripping out all the excess," Mr Jourdan said. Stock levels had been improved and just-in-time methods had been introduced.

The group has made capital investments in order to prepare for the upturn. It is looking to the US, the Netherlands and Scandinavia as likely growth areas.

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NOTICE OF REDEMPTION

HMC MORTGAGE NOTES 3 PLC

Class A Mortgage Backed Floating Rate Notes

Due July 2015

NOTICE IS HEREBY GIVEN to the holders of the Class A Mortgage Backed Floating Rate Notes Due July 2015 (the "Class A Notes") of HMC Mortgage Notes 3 PLC (the "Issuer") that, pursuant to the Trust Deed dated 12th July, 1988 (the "Trust Deed"), between the Issuer and The Law Debenture Trust Corporation p.l.c. as Trustee, and the Agency Agreement dated 12th July, 1988 (the "Agency Agreement"), between the Issuer and Morgan Guaranty Trust Company of New York (the "Principal Paying Agent") and others, the Issuer has determined that in accordance with the Redemption Provisions set out in the Terms and Conditions of the Class A Notes, Available Funds as defined in the Terms and Conditions in the amount of £14,500,000 will be utilized on 15th October, 1991 (the "Redemption Date") to redeem a like amount of Class A Notes. The Class A Notes selected by drawing in lots of £100,000 for redemption on the Redemption Date at a redemption price (the "Redemption Price") equal to the principal amount, together with accrued interest thereon as follows:

OUTSTANDING CLASS A NOTES OF £100,000 EACH BEARING THE DISTINCTIVE SERIAL NUMBERS SET OUT BELOW

Bearer Notes

| | | | | | | | | |
|------|------|------|------|------|------|------|------|------|
| 84 | 91 | 100 | 269 | 284 | 287 | 292 | 293 | 297 |
| 305 | 306 | 312 | 317 | 321 | 324 | 331 | 335 | 336 |
| 348 | 353 | 368 | 371 | 375 | 390 | 395 | 406 | 423 |
| 434 | 446 | 507 | 518 | 536 | 548 | 559 | 570 | 573 |
| 584 | 586 | 587 | 608 | 609 | 614 | 629 | 638 | |
| 649 | 654 | 657 | 679 | 702 | 712 | 718 | 722 | 727 |
| 733 | 734 | 735 | 737 | 743 | 748 | 751 | 752 | 754 |
| 766 | 770 | 800 | 811 | 812 | 816 | 821 | 827 | |
| 833 | 834 | 838 | 859 | 863 | 864 | 868 | 871 | |
| 896 | 900 | 902 | 1044 | 1047 | 1051 | 1057 | 1069 | |
| 1070 | 1073 | 1074 | 1084 | 1090 | 1091 | 1102 | 1110 | 1113 |
| 1115 | 1120 | 1121 | 1124 | 1125 | 1126 | 1133 | 1156 | 1157 |
| 1161 | 1163 | 1164 | 1174 | 1176 | 1179 | 1189 | 1191 | 1192 |
| 1209 | 1206 | 1227 | 1230 | 1243 | 1244 | 1249 | | |

UK COMPANY NEWS

Administrators may soon see Polly's Cypriot records

By Andrew Foster in Hong Kong, John Murray Brown in Istanbul and David Barchard in London

After months of effort, the administrators of Polly Peck International, the collapsed fruit and electronics group, may finally be poised to gain access to the company's records in northern Cyprus.

If confirmed, this is one of the most important developments in the company's troubled history since it went into administration last November. The northern Cyprus records are believed to be the key to Polly Peck's operations and its exact financial position.

Access to them has been blocked by a series of court injunctions in northern Cyprus since November last year.

Mr Mentes Ariz, a lawyer and businessman close to Mr Asil Nadir, Polly Peck chairman, said yesterday he had sought a partial lifting on Tuesday of three injunctions taken out in Cyprus courts in January preventing the access to Sunzest Trading, Polly Peck's citrus exporter, and Unipac, the Farnsault packaging business.

Mr Mentes's move follows a visit to Turkey on Tuesday by Mr Richard Stone of Coopers & Lybrand Deloitte, one of the three UK court-appointed administrators.

Mr Mentes said yesterday

that, under the terms of the lifting order, the administrators must retain all the Cypriot directors of the subsidiaries in place for as long as Polly Peck's administration order remains in force.

The injunctions followed the administrators' decision to remove Mr Mentes and Mr Fahri Tunali, another director, from the board of Voyager UK, a trust on the Isle of Man which Polly Peck owns its Cyprus operations.

Meanwhile in Hong Kong, two companies linked to Mr Stanley Ho, the Macau casino tycoon, are today expected to announce they are taking a 32 per cent stake in Samsui Group, Polly Peck's loss-making Tokyo-listed electronics subsidiary, in return for injecting fresh loans.

If the deal is approved by the Japanese, Mr Ho's Grande Holdings, which has stakes in a number of small manufacturing companies, will form a joint venture with Samsui Tech, owner of the Singer sewing machine brand name, to take the Samsui stake.

The joint venture company has options to increase its stake at a later stage.

The stake fits well with both companies' business and

allows them into the Japanese market. It also gives them access to Samsui's research capability for its medium to high-range audio products.

Grande Holdings was formed last year following its takeover of a loss-making computer company. Since then the company has grown quickly taking control of a Hong Kong-listed consumer electronics company and making a number of other investments, including a 13.5 per cent stake in Betacom of the UK.

In the six months to end-June, Grande recorded net profits of HK\$52.5m (32.9m), an increase of 82 per cent, from turnover of HK\$34.6m.

In a separate development, Albert Fisher Holdings, the German subsidiary of Albert Fisher Group, the international fruit trader, is to purchase Fruco, Polly Peck's fresh fruit import, packaging and distribution operation, from Willy Bruns, the company's original owner.

The 1989 sale of Fruco to Polly Peck has been rescinded. The deal is believed to be worth about DM36m (21.3m).

Mr Nadir is due to appear at Bow Street magistrates' court again today on 15 charges of theft and false accounting.

Further decline to £210,000 at Dencora

By Peter Franklin

IN A half-year which continued to reflect difficult conditions in the housing and commercial property markets, Dencora, the East Anglian-based property group, reported a further sharp fall in profits.

Mr John Bushell, chairman, said that, although rental income in the six months to June 30 rose to £4.05m against £3.7m, the benefit had been more than eliminated by a reduction of trading income from £14.2m to £5.94m.

There were no sales of commercial property in the period, reflecting the decision not to sell at depressed prices.

Conditions remained difficult for the housebuilding subsidiaries, and house prices continued to weaken as the Gulf war and rising unemployment added to the lack of confidence caused by high interest rates, Mr Bushell said.

At the operating level profits fell £1.2m to £2.87m. Net interest payable increased to £2.68m (£2.58m) on borrowings up from £71m to £76m. Pre-tax profits tumbled from £1.51m to £210,000.

Losses per share were 0.3p (4.6p earnings). There is no interim dividend.

Boddington counts cost of Devenish bid

By Philip Rawstorne

BODDINGTON GROUP'S unsuccessful £127m bid earlier this year for JA Devenish, the west country pub retailer, cost £3.97m and contributed to a retained loss of £4.35m for the half-year to June 29.

The takeover battle contributed to a rise in debt from £46.5m to £76.9m – gearing of 31 per cent – and interest charges almost doubled from £1.2m to £2.35m.

Boddington has since raised its stake in Devenish to 20.4 per cent. "Increasing the options open to us in the future," said Mr Hubert Reid, managing director. There had been no contact with Devenish since the failed bid, he added.

Apart from the underwriting costs of the bid, the results were also hit by a further extraordinary charge of £4.19m against the cost of withdrawal

from the London restaurant operations, Bentley's and MacArthurs. The restaurants incurred a trading loss of £800,000 as business suffered because of the recession and a decline in tourism.

Pre-tax profits fell 12 per cent to £7.52m (£2.57m) though turnover on continuing activities was 22 per cent higher at £76.1m (£62.2m) and trading profit increased by 6 per cent to £1.01m (£9.5m).

Pre-tax earnings per share fell to 5.5p (6.2p) but the interim dividend is raised to 2.35p (2.15p).

Turnover of the group's 490 pubs increased nearly 9 per cent to £35.8m (£32.9m) and although beer volumes fell by more than 5 per cent, trading profit was 4.5 per cent higher at £8.5m (£8.1m). Capital spending on the refurbishment of 89

pubs amounted to £1.2m.

Worsening trading conditions, particularly in June, reduced the profits of hotels and restaurants outside London by 25 per cent, from £1.2m to £290,000.

Liquid Assets, the drinks wholesaling division, trebled trading profit to £500,000. Further acquisitions have since raised the division's turnover, on an annualised basis, to more than £100m.

The health care division showed a marked improvement, with turnover 20 per cent higher at £4.8m (£4m) and profits increasing 71 per cent from £800,000 to £1m as occupancy rates in the group's 100 care homes for the elderly rose to about 80 per cent.

• **COMMENT**
City opinion is divided about

the prospect of Boddington making a second bid for Devenish next year, but the cost of this year's defeat seems to have been a chastening experience. In hindsight, the £3.27m that has gone in underwriting costs would have bought a good package of profitable pubs, whereas the group now re-enters the market with pubs with a considerably heavier debt burden. The acquisition of two drinks wholesalers since the bid has raised current debt levels to about £38m. That expansion should begin to pay off in the second half, and with the pub retailing and health care operations apparently standing up reasonably well in poor trading conditions, analysts are forecasting full year pre-tax profits of £18.1m to £19.5m against last year's £20.1m.

Cheap and cheerful style rewards T&S

By John Thornhill

T&S STORES, the confectionery, tobacco and newsagents chain, benefited from its cheap and cheerful trading style in the face of the recessionary retailing climate to achieve a 13.5 per cent improvement in interim profits.

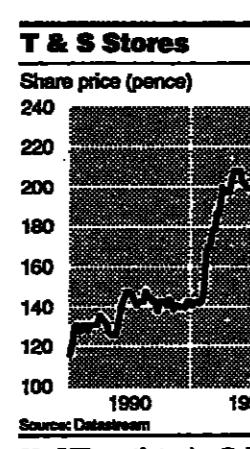
In the 26 weeks to June 29 taxable profits rose from £6.26m to £7.1m, on sales 11 per cent higher at £152.1m (£137.5m).

Mr Kevin Threlfall, chairman, was delighted by the performance against the background of the most difficult trading conditions for many years.

T&S added 28 stores in the first half and was continuing to open outlets at a rate of one a week. It currently traded from 583 locations. However, it also closed 10 smaller shops realising a profit of £26,000.

The group's Superdrugs discount tobacco chain was hit by the rise of cigarette prices following the April budget. This depressed sales and ate into margins as the chain held back the full cost increase in order to preserve its competitive position.

The Diltons chain of newsagents and convenience stores continued to expand strongly, following the acquisition of



New board takes action at Holmes Protection

By Jane Fuller

AFTER a resounding victory over the incumbent management at Holmes Protection Group, the US-based security company which is listed in London, the new directors made their first sacking and their first appointments yesterday.

A special general meeting in London voted by nearly six to one to elect Sir Ian MacGregor, former head of British Steel and British Coal, as a director. Other Investor Group nominees, including Mr Eric Kohn, instigator of the dissident grouping, were elected with majorities of more than three to one.

The incumbent management's restructuring proposals were rejected by a similar weighting.

At its first meeting yesterday, the new board sacked Mr John Flack, chief executive since 1989. He is entitled to compensation of £540,000 (£311,000) in installments of £80,000 over the next 18 months.

Sir Ian was elected non-executive chairman in his absence.

as he was on a train to York. He replaces Mr Tom Mayer, who was brought in a year ago. But at least one of the institutions that backed him then, voted against his reappointment at the special meeting. Both Mr Mayer and Mr Peter Jones stay on the board, although they are not on any of the committees set up by the new leaders.

Mr Jones said yesterday:

"We feel a moral obligation to stay."

Mr Kohn, who has become chief executive and deputy chairman, said the new board's priorities were to "deal with the defaulted loan" – \$60m is owed to US lenders – and "to deal with the operations so that people get into the mode of this company no longer being on death row."

Other appointments were Mr Keith Anderson as chief financial officer, Mr Richard Hickman as chief operating officer. Mr Kohn said that the two men he had replaced, Mr John Slattery and Mr Frank Quirk, had not left the company.

DIVIDENDS ANNOUNCED

| | Current payment | Date of dividend | Corres. pending | Total for year | Total last year |
|------------------|-----------------|------------------|-----------------|----------------|-----------------|
| Babco | 1.83 | Oct 31 | 1.83 | - | 4.13 |
| Boddington | 2.25* | Nov 8 | 2.15 | - | 6 |
| Brown-Forman | 0.75* | Dec 31 | 0.7 | - | 3.2 |
| Chadwick Foods | 4.4 | Nov 8 | 4 | - | 11 |
| Compton Parker | 3.9 | Nov 2 | 3.9 | 5.5 | 5.5 |
| Dagenham Motors | 1.75 | Nov 18 | 1.75 | - | 5.75 |
| Enterprise Comp | 0.25* | Nov 14 | 1 | - | 2.5 |
| Firex Earth | 1.625 | Nov 29 | 1.625 | - | 4.025 |
| Globe | 3.8 | Dec 27 | 3.25 | - | 7 |
| Gent (SR) | 0.75 | Nov 25 | 1.75 | 2 | 8 |
| Hogg Group | 3.15* | Dec 1 | 3 | - | 6 |
| Johnstone Paints | 2 | Nov 15 | 1.75 | - | 7.65 |
| Joule Int'l | 2.7 | Nov 28 | 3.45 | - | 7.65 |
| Lip | nil | | 2 | - | 7 |
| Ricardo Ind | 3.91 | Nov 29 | 3.8 | 5.7 | 5.7 |
| Spirax-Sarco | 2.7* | Dec 2 | 2.7 | - | 8.7 |
| Thomps (FW) | 1.45 | Nov 22 | 1.25* | 2.15 | 1.87* |
| TTS Stores | 2.25 | Nov 29 | 2 | - | 5 |

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issue. **On capital increased by rights and/or acquisition issues. *Carries scrip option.

These days, there is more reason than ever before to review the way in which you organise your FX dealing. Where once there was only one supplier of dealing systems, there now seem to be many – all offering apparently perfect solutions to the problems of dealing room cost and space saving.

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COMMODITIES AND AGRICULTURE

Opec ministers agree 6% rise in production ceiling

By Deborah Hargreaves in Geneva

MINISTERS OF the Organisation of Petroleum Exporting Countries last night agreed to increase the cartel's oil production ceiling to 23.65m barrels a day for the final quarter of this year, according to Mr Yusuf Bin Omer Bin Yousef, the United Arab Emirates oil minister.

Some ministers had earlier indicated they were ready to agree to the rise, from the current ceiling of 22.3m b/d, but the deal was delayed as pressure mounted for a commitment from all players to the \$21-a-barrel minimum reference price.

Most producers have ignored the current ceiling and Opec's production has recently been averaging 23.6m b/d. Saudi Arabia had been pushing to increase production to about 24m b/d as it foresees strong demand. But the meeting has seen some tough negotiating since some producers have been slow to accept Saudi Arabia's rosy expectations.

In addition, some of the Organisation's smaller producers had been pushing Saudi Arabia to commit itself to cutting back output next year once Iraq and Kuwait return to the market in more volume. But the kingdom has been reluctant to specify output levels beyond stating that it will be flexible.

Mr Hisham Nazer, Saudi Arabia's oil minister, wants to keep production at 8m b/d or higher.



Saudi Arabia's Hisham Nazer (left) talks to Homoud Al-Rqobah, the Kuwaiti minister, at this week's meeting

Kuwait says it will be producing between 800,000 and 1m b/d by next July and that it will take it another year to return to 1.5m b/d - its level before the Iraqi invasion. Iraq says it can import 1m to 1.5m b/d as soon as sanctions are lifted and that it could fill its Opec quota of 2.4m b/d in the second half of next year.

A production ceiling of 23.65m b/d will help the Organisation finally to achieve its reference price of \$21-a-barrel for the Opec basket. The Opec secretariat has forecast demand for Opec oil of 24.42m b/d in the first quarter of 1992.

Mr Michael Duffy, the acting trade minister, said Australia had argued that restraints were not necessary, but had been forced to accept that voluntary restrictions represented the best deal that could be achieved.

The government faced the choice of negotiating the best possible export level for the Australian beef industry or accepting the imposition of quotas... which would have led to an immediate cessation of exports," he explained.

Mr Duffy said the restrictions would cause "significant short term disruption" to the beef industry, but added that the revised sales target would still represent the fourth biggest level of exports to the US since 1980.

The US action will fuel anger in Australia over the conflict between US support in the Uruguay Round of the Gatt for liberalisation of agricultural trade, and the protectionist stance of the US Agriculture Department.

Australia and the US have already clashed several times this year over sales of subsidised US grain to countries regarded as traditional markets for Australia's virtually unsubsidised wheat.

Mr Bob Hawke, the prime minister, has accepted US claims that its stance is intended to increase pressure on the European Community, which is regarded by both the US and Australia as the chief obstacle to trade liberalisation.

Mr Hawke said earlier this week, however, that the disruption of farm trade would be at the top of the agenda when President Bush visited Australia later this year.

Farmers are expected to demonstrate against US agricultural policy during the visit, and the National Farmers' Federation and other groups hope to gather millions of signatures for a petition seeking an end to subsidised US exports.

Producers plan nutmeg controls

By Canute James in Kingston, Jamaica

FOLLOWING THE failure of their cartel, which controlled the world market for five years, the major nutmeg producers are trying to production control to end a glut and to push up prices. Producers in Indonesia and Grenada have agreed on new production levels that will reduce the volume available on the market, and the Grenadians are contemplating destroying some stocks to lift prices further.

Indonesia accounts for 75 per cent of the world's nutmeg output, with Grenada producing 23 per cent. Their cartel, which set prices and production lev-

els collapsed earlier this year, following Grenadian allegations that the Indonesians had been selling below agreed minimum prices.

They have now agreed to reduce production from about 11,000 tonnes a year to just under 9,000 tonnes, with the aim of tripling prices which fell to about US\$0.50 per tonne from an average of \$6.50 when the cartel was intact.

While waiting for the effects of the limit on production to be reflected in prices, the Grenadian producers are in a dilemma over what to do with their surplus.

Mr Denis Noel, the island's junior agriculture minister, said local producers must find new markets for the spice, or burn excess stocks to ease the glut. "If we create an artificial shortage, we keep the buyers hungry and therefore the prices will shoot up," Mr Noel said. But destroying stocks should be a last resort and be done in collaboration with Indonesia, the minister said.

He did not detail the size of the stocks. With the glut on the world market, Grenada's earnings from nutmeg fell from US\$5.9m in 1988 to \$1.6m last year.

The institute said that the fall in raw oil exports reflected higher refinery output in the six-month period. The institute had forecast that total 1991

Jamaican bauxite production rises

By Canute James

JAMAICA'S BAUXITE production in the first six months of this year was 5.85m tonnes, 1.4 per cent more than in the first half of last year.

The Jamaica Bauxite Institute reported that alumina (aluminum oxide) production

in the same period was 1.49m tonnes, an increase of 6.8 per cent.

The institute said that the fall in raw oil exports reflected higher refinery output in the six-month period. The institute had forecast that total 1991

bauxite production would reach 11m tonnes.

Jamaica's bauxite production last year was 10.92m tonnes, 11.6 per cent more than 1989 production, while alumina production was 2.85m tonnes, 33 per cent higher than 1989.

Market Report

CONCERN ABOUT the unrest in Zaïre, an important copper supplier, sparked a rally in the London Metal Exchange copper market yesterday. The cash price wiped out Tuesday's 2.5% fall with a 2.6% advance to £1,34.50 a tonne at the close, but it remained £17 down on the week so far. Dealers said this week's riots in Kinshasa and signs that the violence is spreading to the mining areas of the country have now become more prominent as market factors. Nickel prices were also firm, the cash position at the LME adding \$30 to Tuesday's 1.7% rise to close at \$7,585 a tonne. The rise was attributed chiefly to speculative buying and short-covering.

London Markets

SPOT MARKETS + or - Crude oil (per barrel FOB) + or -

Dubai \$17.70-7.75* -0.15

Brent Blend (dosed) \$20.00-0.75 -0.15

USWT (1 pt esd) \$21.25-2.02 -0.20

On products + or -

Crude oil prompt delivery (per tonne CIF) + or -

Premium Gasoline \$24.00 -0.5

Gas Oil \$17.00 +0.5

Platinum (per tonne) \$354.75 -0.05

Palladium (per tonne) \$85.40 +0.25

Gasoil (US Products) 122.00 -2.0

Lead (US Products) 38.00 -2.0

Tin (Kuala Lumpur market) 14,850 -0.05

Zinc (US Prime Western) 82.00 -1.0

Petroleum Argus Estimates + or -

Other + or -

Gold (per troy oz) \$362.75 +0.50

Platinum (per troy oz) \$4,600 +0.5

Barley (per troy oz) \$354.75 -0.05

Copper (per troy oz) \$85.40 +0.25

Crude oil (per barrel) \$17.70 -0.15

Gas Oil (per barrel) \$17.00 +0.5

Platinum (per troy oz) \$354.75 +0.25

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AMERICANS

| 1991 | Stock | Price | Yr. or | Div | Yrs. | CW | 1991 |
|------|-------|-------|--------|-----|------|-----|------|
| 234 | 234 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 234 |
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| 295 | 295 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 295 |
| 296 | 296 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 296 |
| 297 | 297 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 297 |
| 298 | 298 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 298 |
| 299 | 299 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 299 |
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| 311 | 311 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 311 |
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| 321 | 321 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 321 |
| 322 | 322 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 322 |
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| 340 | 340 | 1 | | | | | |

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INVESTMENT TRUSTS - 2.11.1

FINANCE, LAND, ETC—Cont'd

MINES – Contd

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|--|---------------------------|-------------|------|-------|-------|-----|-------|-------|---|-------|-------|-----|-------|-------|---|-------|-------|-----|-------|-------|---|-------|-------|
| N & P Life Assurance Ltd | | | | | | | | | | | | | | | | | | | | | | | |
| 6-7 Bedford Row, London, WC1R 4JU | 071-490 2246 | | | | | | | | | | | | | | | | | | | | | | |
| Life Managed Fund | 118.5 | 118.5 | 40.1 | | | | | | | | | | | | | | | | | | | | |
| Life Prepaid Fund | 109.2 | 109.2 | 39.5 | | | | | | | | | | | | | | | | | | | | |
| Life Prepaid Fund | 122.8 | 122.8 | | | | | | | | | | | | | | | | | | | | | |
| National Financial Management Corp PLC | 72 Gloucester Rd, W1V 3LA | 0896 292539 | | | | | | | | | | | | | | | | | | | | | |
| Life Fund | 115.1 | 115.1 | 40.1 | | | | | | | | | | | | | | | | | | | | |
| Managed Growth | 120.7 | 120.7 | 40.1 | | | | | | | | | | | | | | | | | | | | |
| Managed Growth | 120.7 | 120.7 | 40.1 | | | | | | | | | | | | | | | | | | | | |
| IFAC/Fairfax Financial | 107.0 | 107.0 | 39.7 | | | | | | | | | | | | | | | | | | | | |
| Managed Growth Fund | 122.4 | 122.4 | 40.1 | | | | | | | | | | | | | | | | | | | | |
| Managed Growth Fund | 122.4 | 122.4 | 40.1 | | | | | | | | | | | | | | | | | | | | |
| Managed Growth Fund | 122.4 | 122.4 | 40.1 | | | | | | | | | | | | | | | | | | | | |
| IFAC/Fairfax Financial | 107.0 | 107.0 | 39.7 | | | | | | | | | | | | | | | | | | | | |
| Managed Growth Fund | 122.4 | 122.4 | 40.1 | | | | | | | | | | | | | | | | | | | | |
| Managed Growth Fund | 122.4 | 122.4 | 40.1 | | | | | | | | | | | | | | | | | | | | |
| Managed Growth Fund | 122.4 | 122.4 | 40.1 | | | | | | | | | | | | | | | | | | | | |
| Managed Growth Fund | 122.4 | 122.4 | 40.1 | | | | | | | | | | | | | | | | | | | | |
| IFAC/Fairfax Financial | 107.0 | 107.0 | 39.7 | | | | | | | | | | | | | | | | | | | | |
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*** Funds not SIS recognized. The regulatory authorities for these funds are: **Guernsey:** Financial Services Commission; **Ireland:** Central Bank of Ireland; **Isle of Man:** Financial Services Commission; **Jersey:** Commercial Relations Department; **Luxembourg:** Institut Montebello Luxembourg.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

US goods data boosts dollar

THE DOLLAR rose yesterday after the US Commerce Department reported a smaller decline in durable goods orders than had been expected in the market.

The 3.8 per cent fall in durable goods during August compared with expectations of a 4.5 per cent drop and the 1.1 per cent increase in July.

After the release of the official data, the dollar moved up towards the highs struck the previous day, reaching DM1.6855, or about a pfenning above the opening levels in Europe.

However, the dollar only momentarily held at the new higher levels. There was not much buying interest behind the dollar's advance and, as analysts examined the figures, doubts began to creep in as to whether the initial optimism had been overdone.

Once a large increase in defence orders was excluded, durable goods fell by 5.2 per cent. Furthermore, durable shipments and unfilled orders data did not point to a strong rebound in the economy, said Mr David Cocker of Chemical Bank.

With many of the latest economic reports pointing towards a weak recovery in the US there are fears that Federal Reserve will again cut interest rates.

€ IN NEW YORK

Sept 25 Latest Previous Day 1,794.0 1,795.0 1,795.0 1,795.0 1 month 0.76% 0.78% 0.78% 0.78% 3 months 0.75% 0.75% 0.75% 0.75% 12 months 0.62% 0.62% 0.62% 0.62%

Forward premiums and discounts apply to the US dollar.

STERLING INDEX

Sept 25 Latest Previous Day 91.0 90.9 90.9 90.9 1 month 0.75% 0.75% 0.75% 0.75% 3 months 0.75% 0.75% 0.75% 0.75% 12 months 0.75% 0.75% 0.75% 0.75%

Forward premiums and discounts apply to the US dollar.

CURRENCY MOVEMENTS

Sept 25 Bank of England rates % Morgan Stanley charges %

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WORLD STOCK MARKETS

Price data supplied by Telikars.

AMERICA

Dow settles again after Tuesday's late advance

Wall Street

AFTER TUESDAY'S late gains, the stock market settled back into a tight trading pattern yesterday morning, with share prices little changed by mid-session, writes Patrick Harrison in New York.

By 1pm the Dow Jones Industrial Average was down 3.58 at 3,025.49. The more broadly based Standard & Poor's 500 moved only slightly, ending 0.63 to 367.08, while the Nasdaq composite of over-the-counter stocks edged 1.13 higher to 527.60. Turnover on the New York Stock Exchange was 91m shares.

The news that durable goods orders in August fell by 3.8 per cent had little impact on market sentiment, in spite of the fact that analysts had been predicting a bigger decline. The data showed that the manufacturing sector continues to recover, which might have helped to counteract the negative implications for the equity market of the overall drop in orders.

Among individual issues, Upjohn climbed \$1.7 to \$46.75 in volume of 1m shares, aided by heavy trading in its call options. Of the five most active call contracts on the Chicago Board Options Exchange, three were Upjohn calls. Investors' interest in the drug company appeared to have been

prompted by speculation that Roche, the giant Swiss drug group, might make a bid for Upjohn.

General Dynamics, which has been a strongly supported stock of late, climbed another \$2.4 to \$48 in active trading on reports that the company expects third quarter profits to come in above analysts' forecasts of \$1.50 a share. The defence contractor also said that it was considering buying back some of its common stock or raising its dividend payout.

Three stocks received a big boost from strong quarterly earnings reports: Lennar jumped \$2.2 to \$26.75 on third quarter profits of 51 cents a share, up from 33 cents a share a year ago; Best Buy Company added \$2.4 to \$27.75 after reporting that second quarter profits had doubled from a year ago to 29 cents a share; and Horizon Healthcare put on \$3 to \$74 on news of its fiscal first quarter net income of 9 cents a share, well up on the 4 cents a share reported a year earlier.

On the over-the-counter market, Fortis, only recently floated, climbed \$1.7 to \$18.95 ahead of what is expected to be an upbeat presentation in San Francisco by Mr Gordon Clemons, chairman of the company which provides medical cost containment and managed care services for the workers' compensation market. Fortis' interest in the drug company appeared to have been

went public in late June when 1.5m shares were offered at \$10 each.

Century Telephone Enterprises rose \$1.4 to \$28, enjoying the after-effects of Tuesday's agreed bid for another cellular telephone company, Metro Mobile, by Bell Atlantic.

Knowledgeable dropped \$1.4 to \$18 after Montgomery Securities cut its rating on the stock and reduced its estimate for the company's fiscal 1992 earnings.

Going the other way was Oracle Systems, up \$1.7 at \$134, in huge volume of almost 7m shares, after it reported net income of 2 cents a share for the first fiscal quarter, against a loss last year of 22 cents a share.

Canada

INVESTORS MARKED time ahead of US economic data due later this week, and Toronto stocks were mixed at midday. The composite index eased 3.9 to 3,294.2. Risks led falls by 181 to 177 on volume of 11m shares with CS100.

Among the most active stocks were Onex, unchanged at CS10.75 in volume of 557,390 shares, International Potter, down 5 cents at CS1.30 in 54,549 shares, and Thomson, CS1. lower at CS14.95 to 51,494 shares. In the mining and oil sector, Enron slipped 4 cents to 85 cents.

EUROPE

Company results influence trading in Milan and Paris

INTERIM RESULTS swayed investors in Italy and France yesterday, as bourses ended slightly lower, writes Our Markets Staff.

MILAN saw individual declines on company results and forecasts, and was unable to respond to the good news - excellent half-year results from Sip, the telecoms utility, which came too late in the day. The Comit index fell 2.0 to 541.31.

After Pirelli SpA's slide into the red, reported late on Tuesday, the shares officially closed L100 down at L1,810, and a later fall to L1,775 left them down 7.1 per cent on the day. Olivetti, which analysts say is likely to announce a first half loss of between L30bn and L65bn tomorrow, dropped L69 to L2,911.

Fiat's chairman, Mr Gianni Agnelli, said that its first half results for 1991 would be poor, which was expected, and that its second half would be worse, which was not. The shares fell only L24 to L5,305 on the session, but lost another L70 to L5,235 in the after-market.

Sip's profits, at L804m, compared with analysts' expectations of L450m or so, said Mr Michele Pacifici of Comit National. This should improve the mood, he said, especially where Sip and its majority shareholder, Stet, are concerned.

PARIS was cautious after a rash of company results. The CAC 40 index reached a day's high of 1,893.35 before going into retreat and closing at 1,877.93, down 7.30.

Turnover was moderate, rising from FF1.8bn to about FF2.2bn. Of the total, FF1.73m was accounted for by Alcatel Alsthom, which rose FF4 to FF16.10, a Paris-based broker issued a strong recommendation on the stock.

Suez, the holding company, lost FF0.70 or 3.1 per cent to FF2.39 in volume of 286,40 shares, up from 286,10 on worries about next

week's earnings news from its subsidiary, Société Générale de Belgique. Moreover, the Belgian holding company has exposure to Zaire, where the armed forces have mutinied.

In the cement sector, Lafarge Copepe fell FF1.30 to 2.2 per cent to FF1.365. After the bourse closed, it reported a fall of 31 per cent in first-half net profits. Lafarge had fallen sharply on Monday after disappointing results from a competitor, Cimentos Français, which itself lost another FF9.4 to 2.8 per cent yesterday to FF31.1.

Michelin, the tyremaker, which announced a first-half loss on Tuesday, dropped FF2.50 or 2 per cent to FF125.50 in 41,000 shares.

FRANKFURT failed to extend Tuesday's late rally, the DAX index closing 1.22 lower at 6,251.41 after a 4.57 rise to 6,723.93 in the FAZ at mid-session. Volume rose from 1,027,500 to 1,101,000 shares.

NORDBANKEN lost SKR1 to SKR1.35. After the bourse closed, the bank announced its eight-month results and estimated that credit losses for 1991 would be SKR5.5bn, compared with a previous forecast of SKR4.5bn and analysts' expectations of about SKR6.5bn.

OSLO registered a technical recovery after its recent declines, the all-share index rising 7.26 to 490.88 in turnover of NK1221.7m. Shipping shares did better than the general run, the sector index rising 13.91, or 2.3 per cent, to 623.54.

AMSTERDAM's CBS tendency index finished unchanged at F1.90.6, after opening 0.2 higher. Akzo, the chemicals group, fell F1.10 to F1.18.50 before the expiry of warrants on Monday.

SEL led the day's winners, closing DM12 higher at DM380. Ms Barbara Altmann of B Metzler in Frankfurt said that Metzler had been recommending the telecoms manufacturer over the past two months on earnings expectations.

ZURICH featured a further drop in Winterthur, the insurer, which closed SF110.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

| NATIONAL AND REGIONAL MARKETS | TUESDAY SEPTEMBER 24 1991 | | | | | | MONDAY SEPTEMBER 23 1991 | | | | | | DOLLAR INDEX | | | | |
|-------------------------------|---------------------------|----------------|----------------------|-----------|----------|----------------------|--------------------------|------------------|-----------------|----------------------|-----------|----------|----------------------|-----------|----------|-------------------|--------|
| | US Dollar Index | Day's Change % | Pound Sterling Index | Yen Index | DM Index | Local Currency Index | Local % chg on day | Gross Div. Yield | US Dollar Index | Pound Sterling Index | Yen Index | DM Index | Local Currency Index | 1991 High | 1991 Low | Year ago (approx) | |
| Australia (69) | 151.06 | -0.5 | 128.34 | 126.85 | 131.04 | 125.54 | -0.5 | 4.83 | 151.88 | 129.12 | 127.70 | 132.08 | 126.18 | 151.89 | 112.74 | 135.74 | |
| Austria (20) | 182.44 | +0.1 | 155.00 | 153.21 | 158.19 | 150.91 | -0.1 | 1.79 | 182.34 | 155.01 | 153.30 | 158.55 | 158.00 | 222.37 | 154.82 | 178.57 | |
| Belgium (47) | 129.14 | -0.8 | 108.72 | 108.44 | 112.02 | 109.88 | -0.5 | 5.41 | 130.18 | 110.67 | 109.44 | 114.20 | 118.11 | 111.55 | 142.27 | 126.49 | 139.82 |
| Canada (114) | 135.83 | +0.5 | 115.40 | 114.08 | 117.82 | 111.54 | +0.3 | 3.49 | 135.84 | 115.48 | 114.20 | 121.84 | 223.73 | 270.56 | 232.82 | 220.56 | 204.85 |
| Denmark (37) | 124.27 | +1.1 | 173.27 | 171.22 | 213.48 | 202.65 | +0.5 | 1.52 | 125.13 | 216.89 | 214.46 | 216.89 | 216.89 | 216.89 | 125.13 | 125.13 | 216.89 |
| Finland (10) | 144.89 | +0.3 | 123.10 | 121.68 | 125.67 | 123.09 | +0.0 | 3.44 | 144.48 | 122.83 | 121.46 | 122.62 | 128.13 | 132.28 | 128.13 | 128.13 | 128.13 |
| France (109) | 110.86 | +0.4 | 94.12 | 93.11 | 95.17 | 96.17 | +0.2 | 4.46 | 110.38 | 93.84 | 92.81 | 95.58 | 95.98 | 125.35 | 94.15 | 103.95 | 103.95 |
| Germany (65) | 162.07 | -0.2 | 137.70 | 138.10 | 140.58 | 161.28 | -0.2 | 0.46 | 162.37 | 138.03 | 138.51 | 141.19 | 161.63 | 169.98 | 119.62 | 114.48 | 114.48 |
| Hong Kong (55) | 161.69 | -0.2 | 137.57 | 135.85 | 140.43 | 142.34 | -0.5 | 3.52 | 162.25 | 137.93 | 138.41 | 141.01 | 143.07 | 142.65 | 132.65 | 141.26 | 141.26 |
| Ireland (16) | 173.24 | +0.3 | 62.23 | 61.50 | 63.53 | 65.17 | -0.1 | 3.40 | 73.00 | 62.09 | 61.40 | 63.51 | 68.83 | 68.23 | 64.76 | 61.10 | 61.10 |
| Italy (77) | 132.54 | +0.1 | 122.23 | 121.80 | 124.50 | 121.82 | -0.1 | 0.75 | 132.54 | 124.20 | 121.20 | 111.37 | 145.97 | 112.19 | 118.87 | 118.87 | 118.87 |
| Japan (47) | 132.51 | +0.1 | 167.28 | 166.43 | 168.29 | 167.28 | +0.0 | 0.32 | 121.50 | 102.55 | 102.55 | 105.52 | 402.98 | 126.36 | 534.45 | 500.82 | 500.82 |
| Mexico (16) | 1794.85 | -0.1 | 101.15 | 100.39 | 103.47 | 102.31 | -0.1 | 0.6 | 1794.85 | 101.15 | 101.15 | 101.15 | 101.15 | 101.15 | 101.15 | 101.15 | 101.15 |
| Netherlands (31) | 140.07 | -0.3 | 119.00 | 117.52 | 121.50 | 120.12 | -0.5 | 4.49 | 140.43 | 119.38 | 118.06 | 122.11 | 120.82 | 145.73 | 125.70 | 129.04 | 129.04 |
| New Zealand (14) | 45.32 | -0.3 | 38.51 | 38.06 | 39.31 | 41.13 | -0.7 | 7.40 | 45.73 | 38.97 | 38.44 | 36.78 | 41.44 | 54.64 | 41.18 | 57.12 | 57.12 |
| Norway (31) | 196.36 | -0.5 | 166.88 | 164.90 | 170.34 | 174.31 | -0.3 | 1.62 | 196.12 | 168.42 | 165.56 | 172.27 | 175.73 | 223.24 | 178.58 | 254.06 | 254.06 |
| Singapore (38) | 191.84 | -0.6 | 182.93 | 181.10 | 186.41 | 149.54 | -0.4 | 2.38 | 192.88 | 164.03 | 162.22 | 167.77 | 150.89 | 208.25 | 151.63 | 153.07 | 153.07 |
| South Africa (61) | 155.14 | +1.7 | 211.40 | 218.77 | 171.74 | 171.74 | +0.0 | 3.30 | 249.41 | 212.03 | 209.68 | 218.97 | 170.63 | 258.85 | 173.00 | 169.50 | 169.50 |
| Spain (38) | 195.06 | -0.4 | 165.72 | 163.51 | 165.92 | 165.92 | -0.2 | 2.54 | 195.68 | 168.61 | 168.61 | 174.77 | 174.77 | 171.12 | 131.51 | 124.88 | 124.88 |
| Sweden (29) | 94.88 | +0.3 | 80.57 | 79.54 | 82.27 | 85.31 | -0.2 | 2.26</td | | | | | | | | | |

BUSINESS BOOKS

An action plan for a green economy

FINANCIAL TIMES THURSDAY SEPTEMBER 26 1991

A 5 WORLD politicians prepare their credentials for next year's World Environmental Conference, the only rhetoric flitting through their speeches will be secured firmly to the capitalist mast. Least spectacular than its recent eastern conquests, the term and environmental protection, between the needs of present and future generations, is the most remarkable of the meaning of "green".

Armed with an array of political plaudits, Michael Jacobs' book (unbilled to Environment, Sustaining the Environment of the Future). But this is not for the strong-heARTed, the realist who demands the impossible. His "green" is unashamedly pragmatic; the Green analysis of the environment, particularly in the UK, has the most considerable political clout of all the environmentalists.

The contradiction between green political ideology and the market is at the heart of Michael Jacobs' book (unbilled to Environment, Sustaining the Environment of the Future). But this is not for the strong-heARTed, the realist who demands the impossible. His "green" is unashamedly pragmatic; the Green analysis of the environment, particularly in the UK, has the most considerable political clout of all the environmentalists.

But what is the current orthodoxy? "Technocratic environmentalists" insist that "green" is not the answer to the environmental crisis. The environmentalists' answer is that "green" is not the answer to the environmental crisis. The environmentalists' answer is that "green" is not the answer to the environmental crisis.

Interest or recognition in principle of the problems, but lack of courage to make the necessary political transitions. The New West series is just not running to overstatement.

Philip Pérez 277, 312 pages, £12.99, available October 1991.

THE GREEN ECONOMY
by Michael Jacobs

BUSINESS BOOKS

The struggle to keep up with the books

Small Businesses by Charles Batchelor

If the business owner or would-be entrepreneur is buying a shop, Gary Jones, in Starting Up (New West Business Handbook, £3.99, 248 pages), an otherwise excellent guide to getting started, is not running to overstatement. The New West series is just not running to overstatement.

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